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ABSTRACT

This publication is based on current personnel classification schemes collected from 74 library members of the Association of Research Libraries (ARL) in the spring of 1982. It is noted that there are many similarities among the schemes, with increased recognition of specialists, attempts to define positions in greater detail, and a growing interest in modifying schemes to make them more useful managerial tools for selecting and reviewing individuals and devloping performance. Concise summaries of classification systems for professional librarians, support staff, and student assistants in ARL libraries are provided. The main body of the kit consists of classification documents in use at 11 ARL member libraries. The documents are divided into three sections covering: (1) classification of librarians at Princeton University, Columbia University, and York University; (2) classification of support staff at University of Pittsburgh, University of Manitoba, University of California-Irvine, Southern Illinois University at Carbondale, University of Kentucky, University of Colorado, Northwestern University, and the New York Public Library; and (3) classification of student assistants at University of California-Irvine. Position classification forms, check sheets, and charts in use by libraries are included. An evaluation sheet for this ARL Systems and Procedures Exchange Center (SPEC) kit is provided. (ESR)

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Personnel Classification Systems in ARL Libraries

Kit 85

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PERSONNEL CLASSIFICATION SCHEMES IN ARL LIBRARIES

Classification schemes provide a framework for equating jobs and establishing salary scales. They promote fair treatment of individuals, assist in hiring employees, provide patterns for career advancement, and set common standards for performance review. Similarities among the personnel classification schemes of Association of Research Library members are more striking than the differences, based on documents from 74 libraries that were collected in Spring 1982. While titles and ranks of professionals and position titles for support staff vary, the schemes themselves are very much alike. The current classifications show an increased recognition of specialists and an attempt to define positions in greater detail than previously. And there is a growing interest in modifying available schemes to make them more useful managerial tools for selecting and reviewing individuals and developing performance.

PROFESSIONAL LIBRARIANS. Among the classification systems for librarians that were submitted to SPEC, about two-thirds use a four rank system. The next most common number of ranks is three, with only a few libraries providing documents that illustrate more than four ranks. That three- and four-step rank structures are most common among ARL members is borne out by another study connected with ARL's 1981 Annual Salary Survey. In that study, Gordon Fretwell of the University of Massachusetts analyzed over 5,000 reported positions from 101 libraries. Eighty-two of the 101 libraries use a three- or four-rank structure. Fretwell determined that rank nomenclature was primarily confined to three types: 1) Faculty, following the familiar three- and four-step academic designation (Instructor, Assistant Professor . . . Professor; 2) Quasi-Faculty, which modified the faculty titles to library equivalents (Assistant Librarian, Associate Librarian, Librarian); and, 3) Ordinal, where rank designations were Librarian 1, Librarian 2, Librarian 3, etc. The use of nomenclature types among ARL libraries is distributed as follows:

Types	No. of Libraries
Faculty	20
Quasi-Faculty	28
Ordinal	32
Other	12
(No rank structure)	9
Total	101

Most libraries submitting documents have developed detailed criteria for appointment, promotion and granting of tenure or continuing appointments. Timetables for review are commonly a part of such documents. Job performance, service to the library and the institution, and professional activities are mentioned most often as criteria for evaluation. Some libraries indicate a maximum length of employment at the lower ranks; others are less specific, allowing continued employment at the lower ranks without requiring that the demands of the higher ranks be met. Many libraries use committees to review and make recommendations concerning promotion and continuing appointments. Advancement in rank can be requested by the individual or recommended by a supervisor or committee.

Guidelines for professional classification systems rarely address differences in levels of positions. Rank is conferred upon the individual librarian and advancement in rank depends upon quality of performance rather than a change in position or amount of administrative

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responsibility assumed. A few institutions address this issue by paying a supplement for administrative responsibility.

SUPPORT STAFF. Support staff classification schemes are strongly influenced by the institution which the library serves. Many state institutions provide a framework for classifying library support staff positions, and library administrators may only be able to influence the scheme adopted by the larger institution. Unionization of support staff also provides certain guidelines for position classifications and their review. Union representatives, university personnel departments or both are involved in reclassifying jobs. Various point factor methods of classifying positions are used by ARL libraries. The factors most often included in the classification schemes are: qualifications and experience, level of responsibility, communications, supervision given and received, working conditions and physical demands.

Most of the documents provide necessary flexibility so that as jobs change, reclassifications can occur and positions can be added or dropped from the scheme. Provisions for the transfer of personnel also are included. Instructions for requesting reclassification reviews are written into the schemes and some libraries make such reviews an annual event. In creating or revising a classification scheme for support staff, library administrators face the challenge of reconciling a high turnover rate and the presence of a core of career individuals. The turnover rate is influenced by the general economic outlook as well as the applicant pool which usually includes a large number of spouses of faculty and students. Educational levels of applicants may be high while some jobs may be routine. Experience required and that readily available may not correspond. Career individuals may look for increased responsibility and recognition of newly acquired skills through movement up a career ladder. Schemes attempt to address these factors by providing several levels of one job title with required experience and skills increasing from level to level.

While the titles of positions vary from library to library, most of the classification schemes have clerical, library assistant, and specialist positions including data processing and automation-related positions. ARL libraries are defining support positions in greater detail and articulating steps necessary to alter their schemes.

STUDENT ASSISTANTS. Few libraries responding to the SPEC survey have established classifications for student employees despite the large number of students hired for part-time work. Students generally work 10-15 hours per week with pay scales being tied to state and federal minimum wages. Wage scales show only small differences between levels. Many students are employed under the Federal College Work-Study Program which determines the amount paid individuals and thus restricts some of the flexibility a library classification program for students might have. The Federal Program subsidizes student assistants' salaries up to 80 percent thus providing libraries with an economical work pool. Unfortunately the size of this labor pool fluctuates with the federal funding available from year to year. Libraries seeking to classify student assistants must consider the effects of federal guidelines or face the difficulties of two separate systems for student assistants. Libraries that establish student assistant classification schemes recognize responsibility and qualifications. The size and constant change of the student labor force require that serious consideration be given to training these employees as quickly and effectively as possible, to establishing comparable jobs across departments, and to standardizing pay scales to compensate the longer-term student employee. Formal evaluation of job performance doesn't appear to exist. Students are most often hired for routine clerical duties such as shelving, typing, and charging and discharging materials, and many work in public service units at night and on weekends.

Kit #85 on Personnel Classification Schemes (the fourth on this topic over the past 10 years) contains 12 documents from ARL libraries including three for librarians, eight for support staff and one for students (98 pages). SPEC kits are available by subscription from the Systems and Procedures Exchange Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington D.C., 20036. Individual kits may be purchased for $15.00 — prepayment required — with checks made payable to ARL Office of Management Studies. Library members of ARL receive kits for $7.50.

SPEC Flyer/Kit #85 was prepared by H. Lea Wells
as part of the OMS Collaborative Research/Writing Program.

USES OF SPEC KITS

The Systems and Procedures Exchange Center (SPEC) is a clearinghouse operated by the Association of Research Libraries, Office of Management Studies that provides a central source of timely information and materials on the management and operations of large academic and research libraries. It facilitates the exchange of knowledge and documents through SPEC Kits, which are distributed ten times each year to ARL members and other interested libraries. The Kits include topically-arranged groupings of unedited primary source documents – selected for their value to administrators and decision-makers – that illustrate a wide range of alternative approaches to specfic issues.

Kit documents come from general membership surveys and from selected libraries contacted directly by SPEC, and most Kits are produced within six months of surveys. The documents' value comes from their variety of ideas, methods, and solutions. They are not viewed as finished products, but rather as points of departure for a library's planning efforts and as stimulants to innovative approaches to problem-solving. As such, Kits do not present answers or prescriptions for any one library; instead they illustrate how selected ARL members are planning for or dealing with particular issues. The worth of any one Kit to a particular library will depend upon the specific topic covered and the library's stage of development in that area.

Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
- Illustrative of actual practice, rather than theoretical
- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

EVALUATION

Kit Title/Number ________________________________

1. Which uses did the library make of this Kit?

2. Please indicate how useful the Kit was for these purposes.

☐ Very Useful ☐ Quite Useful ☐ Somewhat Useful ☐ Not Useful

3. Do you have suggestions for this Kit or for future Kits?

(optional)

NAME ________________________________

LIBRARY ________________________________

PHONE ________________________________

Please return this form to the SPEC Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, DC 20036.

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PERSONNEL CLASSIFICATION SCHEMES
IN ARL LIBRARIES
KIT #85
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LIBRARIANS

V. THE PROFESSIONAL LIBRARY STAFF

A. Selection of New Staff Members

In the interest of locating the best qualified staff members and in accordance with the University's commitment to equal opportunity and affirmative action (Appendix A) all new appointments to the Professional Library Staff are made only after a thorough search has been made to locate the most qualified applicant for the position. Searches are documented by the Short EEO Form [revised] submitted to the Dean of the Faculty as part of the initial appointment recommendation.

An advanced degree from an accredited graduate school of Library Science is required for appointment to the Professional Library Staff. In exceptional cases, normally involving curatorships or bibliographer positions, equivalent prior experience or an advanced degree other than Library Science may be considered the equivalent of the M.L.S. Those appointed to the Staff who lack the M.L.S. are encouraged to acquire the degree.

Staff members are notified of each open position and a search committee is normally appointed to establish selection criteria, screen applications, and arrange for interviews. Recommendations for appointment are made by the University Librarian to the Dean of the Faculty.

B. Initial Appointments

All appointments to the Professional Library Staff, except that of the University Librarian, are made by the Dean of the Faculty. Candidates are notified of the appointment and the conditions under which it is made by the Dean. Unless otherwise stated in the notification, appointments are made for the period July 1 to June 30. Appointments made during the year terminate on the June 30 following date of appointment.

C. Staff Review Procedures

1. *Annual Performance Review*

In the spring of each year, the University Librarian submits to the Dean of the Faculty his or her recommendations on salary advancement, promotion, and reappointment for each member of the Professional Library Staff. Normally, changes in status and salary take place only as a result of this review and are effective on the following July 1.

The annual performance review process is carried out by the University Librarian with the coordination and advice of the Personnel Librarian and the Staff Review and Development Committee. The

April, 1982

evaluation process that is part of this review is intended both to advise the University Librarian on recommendations to the Dean of the Faculty and to provide the opportunity for each Librarian to review his or her progress and performance during the year with his or her supervisor. The process generally involves the following steps:

a. A departmental evaluation process culminating in written recommendations approved by the Assistant University Librarian for all Staff members in his or her department.
b. A review of departmental recommendations with the appropriate Assistant University Librarian by the Staff Review and Development Committee.
c. Written recommendation by the Staff Review and Development Committee on appropriate action for each member of the Professional Library Staff to the University Librarian who makes his or her recommendations to the Dean of the Faculty for transmission to the President.

Recommendations for Assistant University Librarians and the Associate University Librarian are made by the University Librarian.

Notification of reappointment, salary, and rank is made in writing by the Secretary of the University to each Librarian.

2. *Review of New Appointments*

Monitoring the progress of Librarians newly appointed to the Professional Library Staff is the responsibility of the appropriate supervisor. At six months, one year, and two years from date of initial appointment, the Librarian and the supervisor together review the Librarian's performance in order to assess the progress the Librarian is making. The results of this review are forwarded, in writing, to the appropriate Assistant University Librarian. If this special performance review would normally come within two months of the annual performance review, the earlier review may, by mutual agreement between the Librarian and the supervisor, be used for both purposes.

D. Continuing Appointment

Librarians on continuing appointment serve with the understanding of continued employment, with salary adjustments and promotions when appropriate, as long as the services of the Library continue to be of a type and scope requiring their professional skills. Reduction or elimination of specific services of the Library may occur for reasons of financial stringency or as a result of a rearrangement of Library services to meet the needs of Library users or the objectives of the Library. Librarians on continuing appointment may be terminated for cause as described in Section G of this chapter (Chapter V).

PRINCETON UNIVERSITY

E. Part-Time Appointments

The rules, procedures, and other arrangements described in this publication apply in various ways to part-time employees. Those contemplating part-time employment should consult with the Personnel Librarian and the Dean of the Faculty for specific questions of concern. In general:

1. All part-time Staff members are covered by the rules and procedures governing salary advancement and promotion except that, at the discretion of the University Librarian, a Staff member working less than 100% may have the decision point for promotion from Librarian I to Librarian II postponed for up to two years if conditions are such that a continuing appointment decision cannot be made within the normal time. Staff members employed less than 50% of time are not eligible for continuing appointment.

2. Normally those appointed for 50% time or greater time are eligible for the same benefits as full-time Staff members. Those working less than 50% time may participate in some of these programs.

3. Normally all part-time Staff members have the benefit of the research leave and other service arrangements described in Chapter VI and in the booklet "Princeton University Benefits and Other Programs, Services, and Activities of Interest to Members of the Faculty and Professional Research, Technical, and Library Staffs."

F. Notice of Termination or Nonreappointment

Librarians on annual appointment must receive at least three months' notice of the University's intention not to reappoint them. Librarians on continuing appointment must, except if terminated for cause, receive at least six months' notice of termination. It is expected that a Librarian will give due consideration to the length of time that may be required for the University to fill his or her position when giving notice of resignation.

G. Disciplinary Action and Termination for Cause

A member of the Staff may be suspended, dismissed, involuntarily retired early, or subject to discriminatory reduction of salary for cause on the basis of: (a) continuing unsatisfactory performance after due notice; or (b) conduct which is shown to violate the University rules and procedures applicable to a member of the Professional Library Staff or substantially to impair the individual's performance of his or her responsibilities as a member of the Staff. The range of penalties described above is provided so that the nature of the penalty may be commensurate with the nature of the offense.

Before any of the above actions are taken, a Staff member is entitled to receive from his or her supervisor a statement in writing of the reasons for the proposed action. If the Staff member wishes, he or she may receive a hearing under the provisions of the "Grievance Procedures for the Professional Library Staff" (Appendix B).

H. The Ranks of the Professional Library Staff

The ranks of the Professional Library Staff and the conditions of appointment and reappointment, promotion, and termination are described below. The description of each rank suggests the degree of professional competency, level of responsibility, and potential value to the Library Staff, the University community, and the profession that is expected of Librarians appointed at that rank.

1. *Librarian I*

Description of Rank

Librarian I is the initial and probationary rank which provides an opportunity for Librarians with little or no professional experience to develop proficiency in the bibliographic skills required for reference or technical services, to develop other professional skills, and to demonstrate potential for advanced work in a field of librarianship and/or for increased responsibility in the administration of the Library. Librarians I normally work under specific supervision of a more experienced Librarian, with whom they share responsibility for improving services and resolving operational problems. They explore opportunities for development of areas of specialization which will enhance their value as members of the Professional Library Staff and for participation in professional and/or University activities.

Appointment and Reappointment

All initial appointments and subsequent reappointments at this level terminate on June 30. If evaluations indicate that the Librarian is making satisfactory progress in mastering basic professional skills he or she can normally expect to be reappointed for either two or three succeeding years, the number of reappointments depending on the initial appointment date. Those appointed between July 1 and December 31 will normally receive two successive annual reappointments and those appointed after December 31 will receive three such annual reappointments.

Promotion

Librarians I are normally considered for promotion during their final year of appointment at that rank. This consideration, which takes place as part of the annual performance review process, is based on the Librarian's competence in carrying out his or her responsibilities and demonstrated potential for growth.

In exceptional cases, Librarians I may be considered for promotion at any time prior to their final year of reappointment. As with most other promotions, such promotions will generally be based on advancement to a position normally carrying a higher rank or on the assumption of substantial new responsibilities in the Librarian's present position.

Nonreappointment

If promotion to Librarian II is not recommended during the final year of reappointment, the Librarian will not be reappointed. If, for unusual reasons such as illness or inconclusive performance reviews, the University Librarian cannot make a recommendation on promotion at this time, a single additional one-year appointment may be made. The Librarian will be considered for promotion during the next annual evaluation of the Staff. If promotion is not made at that time, the Librarian will not be reappointed for the succeeding year.

2. Librarian II

Description of Rank

Librarian II is the first of the career ranks of the Professional Library Staff. Librarians at this rank have achieved a high level of competence in their field of responsibility, normally work under general direction, and assume day to day responsibility for specific Library functions and services. They are also responsible for the improvement of the operations and services with which they are involved. Librarians II choose and/or develop areas of specialization which will enhance their value as members of the Library Staff and participate regularly in professional and/or University activities.

Appointment and Reappointment

A Librarian promoted to Librarian II whose performance continues to meet the requirements for this rank normally receives a second one-year appointment. If promotion takes place between December 31 and June 30, two additional one-year appointments will be made. During the final year of such reappointments, the Librarian is considered for continuing appointment.

A Librarian appointed to the rank of Librarian II from outside the Library Staff is considered for continuing appointment during his or her third appointment year if hired between July 1 and December 31, and fourth appointment year if hired after December 31. Appointments to Librarian II are normally reserved for those who have had the equivalent of at least three years of relevant professional experience and annual reappointments are contingent upon continued satisfaction of performance standards for this rank.

Promotion

Promotion from Librarian II takes place if the Librarian is advanced to a position normally carrying a higher rank. Promotion may also take place if the Librarian has assumed substantially increased responsibilities in his or her present position or has made a significant contribution to the professional or the scholarly world.

Termination or Nonreappointment

Librarians II on continuing appointment may be terminated only for reasons described in Section D in this chapter (Chapter V).

If continuing appointment is not recommended during the prescribed period, the Librarian is not reappointed. If, for unusual reasons such as illness or inconclusive performance reviews the University Librarian cannot make a recommendation on continuing appointment during this time, a single additional one-year appointment may be made. The Librarian will be considered for continuing appointment during the next annual evaluation of the Staff and if not granted continuing appointment will not be reappointed for the succeeding year.

3. *Librarian III*

Description of Rank

Librarians III perform at an advanced level, applying knowledge and skills of a highly specialized nature that they have acquired through scholarly achievements and previous professional experience and training. Normally they are fully responsible for major Library functions or for administering large Library collections or both. Often they supervise sizeable staffs. Their responsibilities are such that a high level of creativity and independence in planning, organizing, and administering is essential to the successful accomplishment of their responsibilities. Librarians III actively contribute to the field of librarianship, to the University community, or the scholarly world.

Appointment and Reappointment

Librarians III appointed from outside the Library and those promoted to this rank without continuing appointment may, providing their performance continues to meet the requirements for this rank, be offered a second one-year reappointment if promoted or appointed between July 1 and December 31, and two consecutive annual reappointments if promoted or appointed after December 31. At the end of the appropriate period, he or she is considered for continuing appointment. Appointment to Librarian III from outside is normally reserved for those who have had the equivalent of at least five years of relevant professional experience.

Promotion

Promotion is reserved for those exceptional members of the Librarian III rank who meet the criteria for the higher ranks described below.

Termination or Nonreappointment

Librarians III on continuing appointment may be terminated only for reasons described in Section D in this chapter (Chapter V). Those not on continuing appointment will not be reappointed for the succeeding year if not recommended for continuing appointment within the prescribed period.

4. *Librarian IV*

Description of Rank

Librarians IV have a superior knowledge of, and have demonstrated mastery of, a special area of librarianship. They are generally recognized for substantial contributions which benefit the Library, the University, the profession, and the scholarly world. Such contributions may include the management of a large sector of the Library or a major Library service. Librarians IV have general responsibility for developing and implementing policies, programs and services that advance overall Library objectives and for advising the Library administration on problems and policies of major significance.

Appointment and Reappointment

Promotion to the rank of Librarian IV carries with it continuing appointment. Those appointed to this rank from outside the Library may, providing their performance continues to meet the requirements for this rank, be offered a second one-year appointment, if appointed between July 1 and December 31, and two consecutive one-year appointments if appointed after December 31. At the end of the appropriate period he or she is considered for continuing appointment. Appointment to Librarian IV from outside the Library is normally reserved for those who have had the equivalent of at least seven years of relevant professional experience.

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Termination or Nonreappointment

Librarians IV on continuing appointment may be terminated only for reasons described in Section D in this chapter (Chapter V). Those not on continuing appointment will not be reappointed for the succeeding year if not recommended for continuing appointment within the prescribed period.

5. *Associate University Librarian*
   Assistant University Librarian

Description of Position: Associate University Librarian

Under the University Librarian, the Associate University Librarian shares in the general administration of the Library through service on the Library Council and the performance of other assignments from the University Librarian. In the absence of the University Librarian, the Associate University Librarian acts as the University Librarian. Responsibility for the administration of a specific area of the Library may also be assigned to the Associate University Librarian. Normally the Librarian appointed to this position will have had at least ten years of relevant professional experience.

Description of Position: Assistant University Librarian

Under the University Librarian, Assistant University Librarians normally have administrative responsibility for a specific area of the Library, usually an entire department. Assistant University Librarians serve on the Library Council and also perform special assignments from the University Librarian in assisting the University Librarian and Associate University Librarian in the general administration of the Library. Librarians appointed to these positions will ordinarily have had at least ten years of relevant professional experience.

Appointment, Reappointment, and Review

Appointment to either of these positions is normally made for a five-year term, which may be renewed. The rules and procedures for continuing appointment do not apply to either of these positions, but rather apply to the Librarian's concurrent appointment in a regular staff rank. A Librarian in either of these positions, whether appointed from outside or from within the University Library, would normally have the regular staff rank of Librarian IV. Initial appointment to either of these positions from outside the Library may be for a shorter term than five years.

Associate and Assistant University Librarians will be reviewed annually for salary increases to be applied to their base salaries.

Administrative Salary Increments

Appointment to the position of Associate University Librarian or Assistant University Librarian carries an administrative salary increment in addition to the salary of the Librarian in his or her regular rank. The levels of the increments will be reviewed from time to time and will be adjusted as appropriate.

Assistant University Librarians as of January 1, 1979

Librarians who were already Assistant University Librarians on January 1, 1979 will continue in that position according to the provisions of their original appointments, which are as stated in the *Rules and Procedures of the Professional Library Staff of Princeton University* dated Fall 1976.

II. THE PROFESSIONAL STAFF ORGANIZATION

Introduction

The professional members of the staff of the University Libraries are responsible for daily library operations and for the general character and quality of the collections, bibliographic systems and service programs. A statement establishing the authority and the responsibilities of the University Librarian and Officers of the Libraries is provided in Chapter IX of the University Statutes (Appendix B), and the administrative plan established to carry out those responsibilities is described in detail in The Administrative Organization of the Libraries of Columbia University (revised 1975).

The Statutes chapter underscores the relationship between the University Libraries and the academic programs of the University and reaffirms the traditional Columbia view that Officers of the Libraries, a distinctive group within the University, are allied with several faculties in accomplishing instructional and research objectives. Librarians are expected to continue study and research in their field and to advance themselves professionally. This perception of research librarianship at Columbia has served as the cornerstone of our professional staff structure.

The general outline of professional staff organization at Columbia includes two parallel elements, (a) a system of position categories and (b) a system of professional ranks. With the exception of a few senior officers, each professional staff member holds a position that is classified into one of five categories on the basis of the degree of administrative or policy-making responsibility involved. Initial assignment to a specific position and any subsequent reassignments are handled administratively. In addition to a position assignment, each professional staff member holds a title denoting professional rank, which is independent of the position and which reflects the level of professional achievement of the individual, largely as perceived by peers, that is, librarians within the Columbia system and other professional colleagues. A new appointee to the staff is assigned an initial rank and promotion review date by the Assistant University Librarian for Personnel after consultation with the Professional Review Committee. Subsequent promotion is based on the peer evaluation system described in Section A. below.

Reflecting these two systems and dependent on them, salary guidelines have been established to assure appropriate salary levels and equity of remuneration. In brief, an individual's salary at any point in time is governed by three factors: (a) the individual's professional performance, (b) the character of the position held and administrative responsibilities assumed, and (c) length of service. Implicitly, merit is the dominant factor: the initial provisional appointment is a search for distinction; promotion in rank reflects merit largely as seen by peers; and promotion to positions of greater responsibility reflects a judgment by library management of both performance and potential.

The formulation of the system of position categories and the establishment of the system of professional ranks provided the impetus for a number of important procedural changes designed to assure the continuing development of a distinctive professional staff.

1) The provisional nature of the intial appointment to the professional staff has been formalized, as has the process of performance review, both during the provisional period and immediately prior to consideration for promotion to the permanent staff.

2) Periodic supervisory appraisals and peer review process to assess professional performance and to provide a basis for determining further promotion in rank have been established.

3) Individual positions have been carefully classified, with special attention given to the description of levels of administrative responsibility and to the identification of positions that affect, in substantial ways, general library directions and overall library performance.

An important goal of the Columbia program is to upgrade the profession of academic and research librarianship by raising the sights of individual members, by encouraging higher standards of performance, and by identifying ways for Columbia's librarians to contribute even more effectively than they now do to the academic purposes of the University. In the long run, the quality of recruits to the profession, the nature of professional education, personal satisfaction, and financial rewards will all be influenced by Columbia's professional staff program.

The Presidential appointment is and continues to be the appropriate form of appointment to the professional staff, and is used for all but the rank of Librarian IV, for which a Trustee appointment is used.

June 1979

A. The System of Professional Ranks*

BRIEF HISTORY AND RATIONALE

The original impetus for the development of the system of professional ranks and peer review came from the Representative Committee of Librarieans (RCL), which submitted two documents to the University Librarian: "A Recommended System of Professional Levels," September 17, 1970, and "Draft Proposal for Peer Evaluation," October 29, 1971. The Staff Development Committee (SDC), which was established as part of the general reorganization of the Libraries in July 1972, was given the task of developing these proposals during the following two years.

During the course of its work, SDC examined the tenure review procedures for the Columbia faculty, and obtained documents from other major research libraries which had or were in the process of developing similar systems. Both of these sources of information were useful to the Committee in clarifying its own thinking, insuring that the promotional review process for professional librarians met the rigorous standards of the University, and clarifying the similarities and distinctions between the tenure system for Officers of Instruction and the emerging promotional system for Officers of the Libraries.

The entire professional staff was involved in shaping the system of rank and peer review as it now stands. The two RCL documents were distributed for study and comment by the professional staff, and SDC conducted a series of meetings to review with the staff the materials it was developing which outline the philosophy and procedures of the review process (these now appear as Section II of this HANDBOOK, and the PROFESSIONAL REVIEW COMMITTEE MANUAL). On the recommendation of the University Librarian, the system was authorized by the Executive Vice President for Academic Affairs and Provost, and implemented in December, 1974, when staff members were first assigned a rank and given a promotion review date.

The Staff Development Committee was reconstituted as the Professional Review Committee (PRC) in July 1975, and charged with carrying forward the system of ranks and peer review. Modifications and improvements based on experience with the system and suggestions from the staff through RCL continue to be made. Among these have been the institution of summary statements to provide candidates with the reasons for promotional decisions, the inclusion of professional supervisees among those who may be contacted for additional documentation, and increased access to information about the process and the Committee's activities through expanded and updated statements in this HANDBOOK and availability of the PRC Manual and other documents for study by the staff.

Two Frequently-Asked Questions

If this is a peer review process, why is PRC not an elected committee?

The Professional Review Committee is analagous to and modeled on the Ad Hoc Committees appointed by the Provost to advise on the faculty tenure recommendations to be made to the President and Trustees. Under the University Statutes, only the University Librarian has the authority to recommend to the President and Trustees, through the Provost, the promotion in rank of Officers of the Libraries. The University Librarian delegates to the Professional Review Committee the responsibility for conducting a peer review and reporting to him/her the results of that review with a recommendation for action.

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* See Appendix C for a list of staff by professional rank.

The term "peer" denotes "one that is of the same or equal standing (as in law, rank, quality, age, ability) with another" (Webster's Third). "Peer review" therefore implies professional evaluation by colleagues from among one's own ranks. The peers involved in reviewing each candidate are not just the members of the Professional Review Committee, but all those professional colleagues, both within and outside the Libraries, who contribute their thoughtful impressions to the Committee, which is responsible for assembling and synthesizing this information.

Since the Professional Review Committee can only be advisory to the University Librarian, the "Draft Proposal for Peer Evaluation" developed by RCL envisioned from the start a Committee appointed by the University Librarian. Committee members must have a broad view of the Libraries and the profession and be in a position to devote a substantial amount of time to the committee's work (weekly meetings plus much homework). When the system was implemented, a procedure was established by which RCL provides the University Librarian with a slate of nominees for PRC when vacancies on the Committee occur. The Librarian retains the authority to supplement this list to insure a balanced committee familiar with the widest possible range of Library and professional activities.

Why are candidates not told who is asked to write about them, nor allowed to see those letters?

The original RCL document provided: "All relevant documents... will be kept in strictest confidence. Likewise, all Committee discussions and results will be confidential." The models from which this recommendation derives are those of the tenure review procedure for the Columbia faculty and of similar systems at a number of other major research libraries. Confidentiality is an integral aspect of the faculty review process at Columbia, as it is in most colleges and universities, and is intended to protect the privacy of candidates, while encouraging a rigorous and impartial review in recognizing and rewarding distinction. Documents from other libraries with similar systems also indicate that confidentiality is essential to obtain an accurate view of a candidate's strengths and weaknesses, and to encourage individuals to be frank in their letters. At the time our system was developed, most librarians on the staff agreed that it was essential for the documentation assembled by the Committee to be held in confidence.

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To protect the candidate, PRC procedures require that there be evidence of professional contact between the candidate and anyone asked to write a confidential letter, and that the Committee, if it asks any, must ask more than one co-worker or subordinate for letters. Each candidate is invited to submit names, and the Committee selects additional names, with the total number of letters solicited being related to the range of the candidate's professional activities both within and outside the Libraries, and normally increasing for those being considered for promotion to the higher ranks. These procedures are designed to insure that the Committee does not receive a one-sided picture of the job performance and professional activities of a candidate, and that no single letter can determine the outcome of an individual's promotion review.

The documents assembled for the review are accessible only to the PRC, the University Librarian, and the Assistant University Librarian for Personnel. When the review is completed they are placed in a special locked file for a three-year period and are then destroyed. The only records from the whole promotion review process which are placed in an individual's permanent personnel file, and are therefore accessible to his/her supervisor(s), are the letter from the University Librarian communicating the decision and the summary statement explaining the reasons.

It is interesting to note that under the Columbia faculty tenure review system the candidate does not know who is appointed by the Provost to serve on his/her ad hoc committee, what evaluation his/her dean or department director may have submitted, or who is asked to be a witness or to write a letter (see pp. 23-24, THE FACULTY HANDBOOK OF COLUMBIA UNIVERSITY, 1975, for a general description of tenure procedures; copies may be obtained from the Assistant University Librarian for Personnel). The Libraries promotional system is more open: PRC is a standing committee whose members are known; the supervisory performance appraisal is given to the staff member who is encouraged to respond in writing if s/he wishes. In addition, it has always been understood that, while PRC carefully protects the confidentiality of all letters submitted as part of the review process, the writers of those letters are free to share them with the candidate should they wish to do so.

The original RCL proposal, and the system of ranks and peer review which resulted from it, were meant to benefit both the members of the professional staff and the Libraries. For the librarian, the plan establishes a mechanism to acknowledge professional growth and accomplishment. The system of ranks provides for recognition of individual merit, quality of performance, and professional and scholarly contributions. Further, it allows each librarian to receive appropriate financial compensation and significant professional advancement without necessarily assuming management responsibility. The evaluation and review procedures for promotion in rank help assure that each librarian will be appraised fairly on the basis of criteria listed in this document. These criteria provide guidelines for uniform assessment throughout the system and facilitate recognition of achievement.

The system is based on the premises that librarianship is a field in which a variety of skills and talents are valued and that the quality of library operations is governed by distinctive professional performance. The system of ranks and the related performance review process encourage individual professional development in the context of library and university objectives, and thus promote the development of an effective professional staff of the highest quality to provide excellent library service to the University.

1. Professional Ranks.

Members of the professional staff of the University Libraries, with the exception of the University Librarian, hold one of four ranks. Initial determination of rank and subsequent promotion are largely governed by a review process conducted by the Professional Review Committee. While PRC recommendations are advisory to the University Librarian and ultimately to the University administration, the work and judgment of the Committee are fundamental to the ranking process. Committee procedures have been carefully established to assure comprehensive and fair reviews while maintaining confidentiality. General descriptions of each of the four professional ranks follows.

Librarian I. This rank designates the beginning level of librarianship.

The title Librarian I is assigned to individuals who have completed the required professional and/or other graduate training, but have little or no pertinent experience in research or academic librarianship. A Librarian I receives a Presidential Appointment which is renewed annually. Individuals must be promoted from this provisional rank by the end of the third year or be subject to termination.

Librarian II. This is the intial career rank, and individuals promoted to Librarian II are those who have adequately displayed professional skills and perceptions as well as an affinity for academic and research librarianship. It generally indicates that the individual has demonstrated the ability to master the skills and techniques of librarianship and has the potential for further development and accomplishment.

The title Librarian II is used for individuals who have fully demonstrated professional competence either as Librarian I at Columbia or as a librarian elsewhere. A Librarian II receives a continuing Presidential Appointment.

Normally, a minimum of three years experience at this level will be required before consideration for promotion to the next rank.

Librarian III. This is the principal professional rank, which it is assumed a majority of staff members will attain. It generally indicates that the individual has mastered the skills and techniques of librarianship, has demonstrated a high level of professional performance, and has made meaningful professional contributions.

The Title Librarian III recognizes individuals with substantial and successful experience as a Librarian II at Columbia or as a professional staff member elsewhere. A Librarian III receives a continuing Presidential Appointment. Normally, a minimum of five years experience at this level will be required before consideration for further promotion.

Librarian IV. This highest professional rank is reserved for individuals who have made distinctive contributions over a significant period of time to the University Libraries and to the profession. Promotion to Librarian IV is exceptional rather than usual.

The title Librarian IV acknowledges sustained professional accomplishment and outstanding performance as a Librarian III at Columbia or as a professional staff member elsewhere. A Librarian IV receives a Trustee Appointment.

2. Criteria

The general criteria for promotion in rank are quality of performance in the area of the candidate's responsibility, as well as the quality of service on library committees and task forces, library instructional activities, professional activity outside the library, research and academic achievement, and participation in University affairs. The criteria are not of equal significance and the degree of importance given to any one of them may vary from one candidate to another. It is the intent of the system to foster the professional development of the individual through external activities and the pursuit of advanced degrees in conjunction with, but not at the expense of, fulfillment of responsibilities to the Columbia Libraries. Although talents, inclinations and specialities of individuals and demands of positions may vary, high quality job performance is one criterion which must be met for any promotion. Advancement in rank is not automatic upon cumulation of years of experience, but is based on appraisal of the performance of each librarian.

In promotion from ranks I to II and II to III, job performance is typically the single most important factor. In promotion from ranks III to IV other factors in addition to job performance are given increasing weight. The specific criteria listed below indicate the basic factors considered by the Professional Review Committee in making recommendations for promotions in rank. They apply to all levels of ranks although expectations of growth and accomplishment increase at each level.

a. Job Performance

The candidate is expected to demonstrate competence in his/her assigned areas of responsibility, such as collection or systems development, bibliographic organization, management, reference, reader service, or some combination thereof. The supervisory evaluation is a key element in the determination of the quality of performance. Among the factors to be considered are: consistency of performance, ability to innovate, initiative, ability to work effectively with others, responsibility, ability to organize work, ability to relate job fucntions to the more general goals of the library and University, response to criticism, dependability, accuracy, oral and written skills, judgment, professional attitude, adaptability, and leadership.

b. Library Committees and Instructional Assignments

The quality and extent of contributions made to the solution of library problems through service on internal committees, task forces, and the instructional program will merit consideration for promotion, even though such service may be unrelated to the individual's primary area of responsibility. Among the factors to be considered are: fulfillment of basic obligations of attendance and participation, working relations with other members, membership/chairmanship of subcommittees, timely completion and quality of committee assignments.

c. Professional Activities, Continuing Education, Research, Publications and Teaching

Meaningful participation in professional activities on local, state, regional, and national levels will be considered in promotion. Examples of such participation include offices held, committee assignments, papers presented, awards received, and leadership of seminars and workshops. The candidate is expected to continue study and research in fields relevant to librarianship. Involvement in continuing education activities, such as formal courses, seminars and workshops, as well as advanced degrees obtained or in progress will be considered in promotion. Professional contributions such as books, articles, book reviews, editorships, bibliographies, handbooks, teaching appointments and lectures will also be considered.

d. University Service

Consideration will be given to relevant University service, such as participation in the work of Senate Committees, departmental and ad hoc committees, and other University organizations.

3. Function of the Professional Review Committee

Guided by the criteria for promotion in rank, the Professional Review Commitee reviews the performance, professional competence, and contributions of librarians being considered for promotion in rank based on the documentation described below. The Committee is responsible for recommending action to the University Librarian when members of the professional staff are under consideration for promotion in rank. In addition, the Committee advises on the appropriate rank and promotion review date for individuals appointed from outside the library system.

4. Composition, Term, and Eligibility of the Professional Review Committee

The Professional Review Committee is an administrative committee appointed by the University Librarian in consultation with the Representative Committee of Librarians. The Professional Review Committee is composed of five members of the professional staff, including the chairperson, also appointed by the University Librarian, all holding the rank of Librarian II or higher. There must be at least one member of the Committee who is a Librarian IV. The term of office is three (3) years, and the terms will be staggered, with no more than two (2) new appointments being made in one year (except replacements for unexpired terms). No one may serve two (2) terms in succession.

5. Documentation for Promotion in Rank

Names of candidates submitted to the Committee for consideration will be accompanied by the following documentation:

a. Brief Education/Employment History - prepared by the Office of the Assistant University Librarian for Personnel, and completed/verified by the candidate.

b. Performance Appraisal Form - completed by the supervisors; signed by the candidate who may add written comments; and submitted to the Committee by the Office of the Assistant University Librarian for Personnel.

c. Current Position Description - updated as necessary by the candidate and supervisors; forwarded to the Committee by the Office of the Assistant University Librarian for Personnel.

d. Summary of Professional Activities during the Review Period - prepared by the candidate, signed by the supervisors, and forwarded to the Committee by the Office of the Assistant University Librarian for Personnel.

e. Additional Documentation Form - the candidate may submit a list of no more than five individuals (except, up to eight for candidates being considered for promotion to Librarian IV) from inside or outside the Libraries who may be asked for additional information concerning the candidate's professional capabilities and accomplishments. The list may include librarians, faculty members or other colleagues who have had sufficient contact with the candidate during the review period to be able to evaluate his/her professional skills and performance.

f. Other - the Professional Review Committee may request additional information from inside and outside the Libraries in order to complete documentation needed to make a recommendation.

6. Procedures for Promotional Consideration (see also PRC MANUAL)

a. The process is routinely initiated by the Library Personnel Office as follows:

i. Promotion from Librarian I. Promotion review is mandatory for librarians at this rank and is based on the anniversary date of appointment.

At least four months prior to the anniversary date, the Library Personnel Office initiates requests for documents required for the review process.

ii. Promotion from Librarian II and III. At the beginning of each fiscal year, the Library Personnel Office sends eligibility notices to those scheduled for review during the coming fiscal year to determine if they wish to be reviewed. If the staff member wishes to be reviewed, the request for the required documents is initiated. Staff members who decline review become eligible again three full years from the time they decline review.

b. The Professional Review Committee assembles and reviews the documentation for each candidate and submits a written recommendation to the University Librarian synthesizing that documentation in relation to the promotional criteria.

c. The decision of the University Librarian and the reasons supporting it are communicated in writing to the candidate with copies to his/her supervisor(s). The summary statement briefly synthesizes the contents of the documentation, highlighting strengths and weaknesses in performance in as much detail as possible while maintaining the confidentiality of the original documents.

d. The review process from Librarian I to II is completed prior to the third anniversary date of appointment. The review process for promotion from Librarian II to III and III to IV is normally completed within the fiscal year in which it begins.

7. Determination of Review and Promotion Dates

a. Librarian I. Normally persons with up to three years of professional experience.

i. Review for promotion to Librarian II normally begins four months prior to the end of the third year of appointment at Columbia. (For persons with at least one year of previous relevant experience, review for promotion to Librarian II begins four months prior to the end of the second year of appointment at Columbia.)

ii. Promotion to Librarian II, if granted, is announced immediately and becomes effective July 1 following completion of the third year (unless anniversary date is between 7/1 and 9/30, in which case promotion is retroactive to the previous July 1).

iii. If promotion from Librarian I to Librarian II is denied, the individual's appointment will not be renewed.

b. Librarian II: Normally persons with more than three years of professional experience.

i. Review for promotion to Librarian III normally begins after three years as Librarian II (after at least six years of professional experience).

ii. Promotion to Librarian III, if granted, is effective July 1 following the fiscal year in which the review occurred (normally after at least seven years of professional experience).

iii. If a staff member is denied promotion to Librarian III, the next automatic review will begin three years after the denial of promotion. The staff member may request consideration for promotion prior to the end of this three-year period by stating his/her case in writing to the Assistant University Librarian for Personnel.

c. Librarian III: Normally persons with more than seven years of professional experience.

i. Review for promotion to Librarian IV normally begins after five years as Librarian III (after at least twelve years of professional experience).

ii. Promotion to Librarian IV, if granted, is effective July 1 following the fiscal year in which the review occurred (normally after at least thirteen years of professional experience).

iii. If a staff member is denied promotion to Librarian IV, the next automatic review will begin three years after the denial of promotion. The staff member may request consideration for promotion prior to the end of this period by stating his/her case in writing to the Assistant University Librarian for Personnel.

d. Early Promotion. Consideration for early promotion may be initiated, normally by a supervisor, in recognition of superior performance and rapid professional development. If a staff member is denied early promotion, the next automatic review will begin three years after the denial of promotion. The staff member may request consideration for promotion prior to the end of this period by stating his/her case in writing to the Assistant University Librarian for Personnel.

e. New Appointees. The review date for a librarian appointed from outside of Columbia will be determined at the time of hire, primarily based on the nature and length of previous professional service. A librarian appointed to a position from outside of Columbia is normally required to have a minimum of two years on the staff before becoming eligible for promotion review.

8. Variation for candidates from the Law Library.

The Professional Review Committee's recommendation is made to the Dean of the School of Law, who, along with the Vice President and University Librarian and the Assistant University Librarian for Personnel, has access to the documentation.

9. If a staff member wishes to appeal the decision regarding promotion in rank, the appeal should be sumbitted to the Assistant University Librarian for Personnel within ten (10) working days following the receipt of notification. (See Appendix D., paragraph C.2.,ff.)

B. The System of Professional Position Categories

The classification scheme described herein consists of five Position Categories. Positions not included in the classification are those designated as University Librarian, the Directors of Resources, Services and Support, and the Law and Health Sciences Librarians. (See Appendix E for a list of positions by current title.)

A "position-grading" system was used to determine appropriate position categories. This process involved analyzing each position in relation to other positions and classifying it in terms of level of responsibility. Factors taken into consideration in this process were: complexity of the skills required for the position; nature and extent of relationships with students, faculty, the general public, and academic and administrative components of the University; responsibility for developing and implementing policies, programs and services; and supervisory or administrative responsibilities (including composition of staff). In essence, the analysis of these factors indicates that there is an ascending level of position categories governed by the extent of administrative duties and/or policy-making responsibilities.

The classification scheme views the function of a position as constant although the manner and the effectiveness with which the function is accomplished varies, depending on a number of factors including the training, background, and experience of the incumbent. Because this is a classification of positions, not of people, the concept of a "beginning" professional position, i.e., one budgeted at the current beginning professional salary and usually filled by a recent library school graduate with little or no previous professional experience, is not reflected in the scheme. Theoretically, a "beginning librarian" could be appointed to a position in any category. Realistically, however, such appointments would be unlikely for positions requiring substantial administrative, technical, or program responsibilities.

1. Position Categories

The following paragraphs describe the general functional characteristics of each position category. The nature and degree of the direction or supervision received in each category cannot be generalized. Direction will vary, depending on the experience of the individual at Columbia and elsewhere and on the priorities of the unit and the library system.

Position Category I

Positions in this category are responsible for performing duties requiring the utilization of the fully realized professional skills and techniques of the trained and experienced librarian. They involve complex technical, bibliographical, or administrative skills. These positions may have supervisory responsibility for supporting staff and for a relatively small number of professional librarians. Administrative responsibility for relatively small units may be involved. These positions may participate in the development of policies, programs and services and have responsibility for their implementation.

Position Category II

Positions in this category are responsible for administrative, bibliographical, or technical functions of a broader scope than those in Position Category I or for performing an unusual amount of original bibliographical research. These positions may have supervisory responsibility for a medium to large unit involving supporting staff, for a smaller specialized unit, or share such responsibility for a relatively large number of professionals with a senior officer. Responsibility for the development and implementation of policies, programs and services is generally more extensive in this category.

Position Category III

Positions in this category are responsible for service, technical, bibliographical, or administrative functions which have substantial implications for library operations and performance, including responsibility for the development and implementation of policies, programs, and services.

Position Category IV

Positions in this category are responsible for service, technical, bibliographical, or administrative functions which have more substantial implications for library operations and performance than those in Position Category III. These positions are heavily involved in the development and implementation of policies, programs, and services.

Position Category V

Positions in this category are responsible for major administrative components of the library system or for formulating and executing system-wide policies, programs, and services, with appropriate consultation.

2. Qualifications for Appointments

Normally, the basic educational requirement for appointment to a professional librarian position is a graduate degree in librarianship from an accredited library school. Under exceptional circumstances, academic specialization in another subject area relevant to the needs of Columbia may be substituted for the library degree.

YORK UNIVERSITY

YUL - PP - 79/008

Criteria and Procedures for Promotion and Continuing Appointments of Professional Librarians

September 25, 1978

Office of the Director
York University Libraries

PREAMBLE

The following criteria and procedures for promotion and continuing appointments of librarians were developed to reflect the spirit of the Report of the Senate Committee on Tenure and Promotion (December 10, 1971), and to set out criteria and procedures for librarians analgous to those applied in the tenure and promotion of faculty members.

Because librarians' functions within the academic community are not the same as those of faculty members and because Senate does not govern on the promotion and continuing appointments of librarians as it does with faculty, the criteria for promotion and continuing appointments of librarians outlined in this document are more detailed than those contained in the Senate Committee's Report.

A. CRITERIA

Because promotion and continuing appointments affect junior members of the Library staff, the criteria below are described so that they may constitute not only a basis for evaluation *after* performance, but also a means for encouraging junior librarians *before* and *during* performance.

Recommendations concerning promotion and continuing appointments are based on a librarian's total contribution to the Library and the academic community. For purposes of assessing that contribution, there are three

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general areas associated with a librarian's performance which will be evaluated:

1. Professional performance and knowledge
2. Professional development
3. Service

The Promotion and Continuing Appointments Committee will review all candidates in accordance with these guidelines and ensure that the guidelines are applied uniformly and fairly to all cases under consideration. Librarians under review will be evaluated in each of the three areas above on the following scale:

Excellent
Highly competent
Competent
Not satisfactory

A. 1. Professional Performance and Knowledge

There are many functions performed by librarians in varied contexts but, of necessity, the primary responsibilities of librarians are to build sound collections in the Libraries, to establish effective bibliographic control over those collections and to assist students and faculty members in making effective use of the Libraries' resources as they are required to support academic and research pursuits. Since effective library service to the York community is the primary function of the Libraries, it follows that every librarian's foremost responsibility is to provide a high standard of service to the community of users. Therefore, every librarian being evaluated for promotion to any rank, or for continuing

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appointment, must achieve at least high competence in this area. To determine a librarian's effectiveness, the content of an individual's job is considered in relation to the following factors: knowledge and application of bibliographic techniques; initiative and resourcefulness in problem solving--whether bibliographic or managerial; quality of judgment in decision-making; understanding of library operations and purposes; ability to utilize current library techniques and theories; interaction with library personnel at all levels; effectiveness of contact with library users; degree of flexibility in accepting responsibility; adapting to and integrating new methods and technology to provide better library service; ability to plan and evaluate library services, resources and functions; level of knowledge of subject or foreign languages, if relevant to responsibilities; and ability to communicate effectively both in verbal and written form.

A. 2. Professional Development

In this area, a librarian's activities above and beyond the assigned responsibilities are considered. Since distinction with the library profession arises from research and scholarly work, this area of assessment includes an evaluation of the following factors: an assessment of the research and scholarly work; sharing of professional skills and knowledge with others through publications and lectures; leadership roles in professional and scholarly associations.

A librarian's ability to achieve distinction both inside of York as well as in the larger professional context, often relates to the systematic pursuit of further knowledge. Therefore consideration will also be given

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to a candidate's efforts to continue to extend or develop the level of knowledge of librarianship and/or of specific subjects, through either formal or informal educational programs.

A. 3. Service

Librarians are expected to serve on some committees, such as Library Council, as part of their professional responsibilities. Contributions to other committees, however, especially those which shape library or academic policies and/or serve the whole University community, are assessed as an area where a candidate can have displayed sound judgment and knowledge of library and information science.

B. ELIGIBILITY

Ranks for librarians exist so that the profession may be internally responsible for administering its own standards of achievement. Although there is no absolute relation between ranks and length of service within the University, there is an association between ranks and a general pattern of professional development.

A university librarian is a professional devoted to the pursuit of excellence in the provision of library service, research, pursuit of continuing self development and service to the institution. Promotion is therefore related to the University's recognition of a librarian's achievements. The decision to grant continuing appointment to a librarian, however, is more critical than the decision to promote, in that continuing appointment is concerned with the librarian's right to pursue and communicate knowledge and express opinions in an atmosphere free of reprisals and with the Uni- . . .

versity's right to entrust its institutional life to its best men and women. Thus librarians eligible for promotion and continuing appointments will move at varying rates, according to their own pattern of professional growth.

B. 1. Years in Rank

Time in rank is based upon a year which begins on July 1 of the calendar year of an individual's appointment. A "year" for purposes of this document therefore extends from July 1 to June 30. Thus for individuals appointed in the last six months of a calendar year, the first "year" ends on June 30 of the following calendar year; for those appointed in the first six months of a calendar year, the first "year" ends on June 30 of the following calendar year.

B. 2. Patterns of Advancement

The following outline of advancement is an average profile to indicate what might be expected by librarians. It is not, however, a set pattern.

Years	Rank	Classification
1 - 3	General Librarian (Precandidacy)	Probationary
4 - 6	Assistant Librarian (Candidacy)	Probationary
6 & on	Associate Librarian	Continuing Appointment
10 & on	Senior Librarian	Continuing Appointment

Promotions and conferral of continuing appointments are effective the beginning of the next appointment year.

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Minimum time requirements for advancement or promotion are normally as follows:

To Assistant Librarian and Candidacy - three years' professional experience including at least one year at York;

To Associate Librarian and Continuing Appointment - five years' professional experience and at least one year at York;

To Senior Librarian - at least ten years' professional experience including two years of outstanding performance as an Associate Librarian at York.

As stated above, continuing appointment is one of the most important relationships between a librarian and the University since it confers upon the librarian a continuing career appointment. Therefore, it is reasonable to assume that a candidate who has been judged worthy of continuing appointment is normally worthy of being promoted to the rank of Associate Librarian. Nevertheless, there may be exceptional cases in which promotion is warranted without the conferral of continuing appointment and in which continuing appointment may be granted but promotion to Associate Librarian delayed.

In such exceptional cases the precandidacy and candidacy terms may be extended or delayed by one year to ensure a fair appraisal of a candidate for either promotion or continuing appointment. The circumstances under which such an extension could occur may involve one or more of the following:

(i) Medical circumstances - where extended and severe medical

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problems have delayed a candidate from realizing his/her promise;

(ii) Major change in field of professional responsibility;

(iii) Documented high promise of excellence or high competence in the three areas to be realized in the immediate future (i.e., no longer than two years);

(iv) Exceptional conditions where extraordinary service was rendered by the candidate;

(v) Extended leave of absence, where provision for credit or non-credit of such time to the years of service has been arranged in advance of the leave between the candidate and the Director of Libraries.

A candidate may request such an extension or delay by applying in writing to the PCAC within fifteen calendar days of receipt of the Director's notification of the initiation of proceedings.

In cases where PCAC recommends delay of promotion, a candidate may reapply in the following year. If he/she does not reapply, the candidate will automatically be reconsidered in the second year after the delay recommendation.

B. 3. Librarians with Previous Experience

Librarians may be appointed at any rank. Except in unusual circumstances, a candidate should complete at least one year of service at York before being considered for a continuing appointment. The precandidacy and can-

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didacy periods may be shortened for librarians with service elsewhere. Librarians appointed as Associate or Senior Librarians will enter candidacy upon appointment, unless an agreement to the contrary has been reached between the Library and the candidate.

C. PROGRESSION OF RANKS AND APPOINTMENT STATUS

Most initial appointments at York are probationary. The purpose of the probationary appointment is to provide the University and the candidate an opportunity for mutual appraisal. Probation does not imply that tenure and promotion will be granted, but it does imply that the University gives serious consideration to such an appointment during that period.

There are two sequential probationary periods: Precandidacy and Candidacy. The two phases may not total more than six years. In the exceptional case of precandidacy lasting four years and the individual then being moved into candidacy, the period of candidacy shall be two years.

C. 1. Precandidacy

All General Librarians and Assistant Librarians become precandidates upon appointment. The period of precandidacy will not normally exceed three years. A librarian shall not remain in the General Librarian rank for more than three years. During this three-year period, it will be determined whether an individual's appointment will be continued to candidacy and in the case of General Librarians, whether they are to be promoted to Assistant Librarians. Proceedings concerning the promotion and advancement of a General Librarian, or the non-renewal of a probationary appointment, may be initiated at any time during the three-year precandidacy

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period, but must be initiated by May 1 of the second year of service.

C. 1.2 Criteria for Advancement

The criteria below apply to advancement of a precandidate to candidate as well as promotion from the rank of General Librarian to the rank of Assistant Librarian. To advance an individual must be assessed as highly competent in the area of professional performance and knowledge, and at least competent in the other two areas. Evidence of the levels of competence required would include, but not be limited to, the following characteristics of performance:

a) Demonstrated fulfilment of assigned responsibilities and duties

b) Indications of increasing ability to act independently and creatively

c) Increasing interest in and capacity for improving the overall effectiveness of a unit's operations

d) Demonstrated potential for long-range planning and the ability to identify problems, assess alternative solutions and consequences of recommendations

e) Demonstrated capacity to work harmoniously with colleagues and Library users

f) Some evidence of increasing competence in a subject area

g) Successful completion of and/or participation in work-related courses and/or institutes

h) Dependability and reliability in the execution of responsibilities

i) Need for a decreasing amount of direction as experience increases

j) Understanding of Library policies and ability to interpret those policies when required

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k) Effective participation in Library task forces, committees, etc.; effective representation of Library interests and problems to non-Library groups, committees or University officials

l) Membership in a professional or subject-related association

m) Promise of further growth in a specific position, in general professional knowledge and, if pertinent, in a subject area.

C. 2. Candidacy

During the period of candidacy, which normally extends up to three years beyond precandidacy, the eligibility of a librarian for continuing appointment is determined. Librarians appointed at the rank of Associate or Senior Librarians will enter candidacy upon appointment, unless an agreement to the contrary has been reached between the University and the candidate upon appointment. Proceedings concerning consideration for continuing appointment of a librarian may be initiated at any time after one year of candidacy, but must be initiated by March 1 of the second year of candidacy.

Librarians who are in the candidacy period and hold the rank of Assistant Librarian may also normally be reviewed for promotion to the rank of Associate Librarian during the candidacy period. A normal expectation of promotion to the rank of Associate Librarian would be after three to six years in the rank of Assistant Librarian.

C. 2.2 Criteria for Advancement

The criteria below apply to advancement of a librarian from candidacy to continuing appointment, as well as promotion from the rank of Assistant Librarian to Associate Librarian. To qualify for a continuing appointment or for promotion to the rank of Associate Librarian, an individual must be assessed to have at least high competence in the area of professional performance and knowledge and at least high competence in one other area.

Evidence of the levels of competence required would include, but not be limited to, the following characteristics of performance:

a) Demonstrated excellence in fulfillment of position responsibilities and duties

b) Obvious ability to act independently and creatively in the position and by so doing to enhance the ability of the Library to fulfill its objectives

c) Clear understanding of policies; ability to justify and interpret Library policies to staff and users

d) Significant contributions in the form of analysis, evaluation, planning, advice and/or counsel, suggestions, and actions which improve the operations of a specific Library unit

e) Provides leadership in fostering effective interpersonal relationships both within the Library and with the community of users; consistently sensitive to user needs and coordinates execution of responsibilities with others affected

f) Demonstrated planning ability; long-range planning ability and/or the ability to define Library objectives and goals will be considered in terms of ability to set objectives, to allocate resources consistent with system-wide goals and resources, and to shape Library policies, i.e., planning ability based on thorough analyses and evaluations of needs and constraints as well as the ability to gain commitment of persons affected by the changes planned for

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g) Evidence of growth in librarianship and/or subject area; awareness of trends in the profession

h) Successful completion and/or participation in job-related courses, institutes and the like

i) Publications or other presentations in librarianship or other subject areas. When publications or other presentations are being considered, the content and form of such materials is considered rather than the number of titles or descriptive phrases on any curriculum vitae.

j) Representing York or providing leadership in local, regional, national or international organizations devoted to librarianship and/or subject areas

k) Effective participation in Library and University task forces, committees and the like. When assessing a candidate's contribution in service, mere membership on committees or service in a position is not enough. The quality of service is considered in terms of thoroughness and consistency of planning and performance, originality of ideas, leadership and quality of end product.

l) Effective representation of Library interest and problems to non-Library groups, committees or University officials, when such representation is normally not part of position responsibilities

m) Other professional contributions to the academic or general community

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C. 3. Continuing Appointment: Promotion to Senior Librarian

Librarians with continuing appointment and the rank of Associate Librarian may apply to the Director of Libraries for promotion to the rank of Senior Librarian. While this level of achievement cannot be identified with serving a fixed number of years as an Associate Librarian, it is nevertheless considered that most librarians will be eligible for promotion to Senior Librarian after ten years of professional experience.

The rank of Senior Librarian is one to which all professional librarians may aspire. A Senior Librarian is an eminent member of the Library whose achievement at York/or in another institution, has marked that individual as one of the persons from whom the Library receives its energy and strength. This promotion is not in recognition of long service but is rather a recognition of distinguished service, senior levels of responsibilities or outstanding professional achievement.

C. 3.a. CRITERIA

Assessment of eligibility for promotion to Senior Librarian is not made on the basis of evaluation of performance in the three areas of professional performance and knowledge, professional development, and service. For a Senior Librarian these areas cannot be separated, but rather intertwine and overlap to produce an overall quality of excellence. Thus, an individual's achievements as a whole are assessed.

Evidence of the level of achievement required for promotion to Senior Librarian are illustrated by the following:

a) Performance of work which is consistently outstanding and above the norm

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b) Innovative work in designing and implementing new procedures and systems; acceptance of an increasing amount of responsibility and effective coordination of the work of others. These qualities may be demonstrated in bibliographic, administrative, service, instructional or collection development activities.

c) Leadership in interdepartmental work, committees, or projects

d) Superior service to the Library community through improvement in the relationship between the Library and its users, such as improving communications, increasing use of Library services by means of lectures, effective contact with students and faculty, etc. Scholarship as evidenced by original research and publications

e) Professional expertise, including evidence of growth of self as well as contributions to the continuing education of other librarians and Library staff

D. PROCEDURES FOR PROMOTION AND CONTINUING APPOINTMENTS

D. 1. Initiation of Proceedings

It is the responsibility of the Office of the Director of Libraries to initiate proceedings at appropriate times by notifying the candidate and the Promotion and Continuing Appointments Committee on the standard form. Proceedings may also be initiated by the candidate provided that the established time requirements have been met. In the case of promotion to Senior Librarian, proceedings are always initiated by the individual.

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When the Office of the Director of Libraries initiates procedures, the following deadlines shall be adhered to:

a) Precandidacy to candidacy - by May 1 of the second year of precandidacy

b) Candidacy to continuing appointment - by March 1 of the second year of candidacy

D. 2. Processing by the Promotion and Continuing Appointments Committee

a. Upon initiation of proceedings, either by an individual or the Office of the Director of Libraries, the PCAC will prepare a file on a candidate as follows:

(i) by requesting an up-to-date curriculum vitae from the candidate (required)

(ii) by requesting a letter from the candidates' department head or equivalent (required)

(iii) obtaining copies of the candidate's job description and annual performance evaluations, both of which the candidate has had the opportunity to read, comment upon and sign. (Note: the methods of preparing job descriptions and carrying out annual performance appraisals are not specified; however, they must be previously agreed upon by the candidate and the department head or equivalent; not required until such time as job descriptions and performance evaluations are consistently available for all librarians at York University.*

(iv) obtaining reports, publications, external assessments, letters from colleagues or Library users, or conducting interviews with knowledgeable co-workers, etc., as requested by the PCAC or the candidate (optional)

*Approved, June, 1979, by YUFA's JCOAA

(Rev. July 9, 1979)

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(v) confidential letters of reference from at least four referees: two referees knowledgeable about the candidate's professional performance and knowledge and two referees knowledgeable about the candidate's contribution to either one or both of the other areas (optional for promotions; required for continuing appointment)

(vi) letter of Director of Libraries (optional)

D. 2.b. It is the responsibility of the candidate to supply the information requested by the Committee so that it is able to proceed with its deliberations. The complete file will proceed from the PCAC to the Director of Libraries, who will pass the file to the President for his recommendation to the Board of Governors.

When a file is complete, the PCAC will notify the candidate.

All documents in a candidate's file for promotion and/or continuing appointment will be open to the candidate at all levels of consideration, except for confidential letters of reference.

All files for continuing appointment must contain letters of reference solicited as confidential (e.g., from colleagues within the Libraries and outside referees). Unsolicited confidential letters may not be included in the files on which recommendations concerning promotion and continuing appointments are made. Copies of official letters of recommendation which are forwarded from the committee, as well as Director's letters which are forwarded, must be sent

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to the candidate. The gist of confidential letters must be communicated in writing to the candidate by the Committee without identifying the referee/colleague.

Should either the candidate or the Committee so request, a meeting will be scheduled to discuss the file. The candidate may be accompanied by a colleague at such a meeting.

D. 3. Recommendations

a. On the basis of material in the file, the PCAC will make a recommendation to the Director of Libraries according to the following Schedule:

Precandidate to candidate - within two months of the initiation of proceedings

General Librarian to Assistant Librarian - within two months of the initiation of proceedings

Candidate to continuing appointment - within four months of the initiation of proceedings

Assistant Librarian to Associate Librarian - within four months of the initiation of proceedings

Associate Librarian to Senior Librarian - within four months of the initiation of proceedings

b. The Promotion and Continuing Appointments Committee will recommend all files to the Director of Libraries under the categories of positive, negative or delay with respect to promotion from one rank to another, award of continuing appointment, renewal of

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appointment in the precandidacy phase of probation, and appointment to the candidacy phase. In the case of promotion to Senior Librarian, the recommendations shall be positive or delay. If the latter, the individual may reapply not earlier than two years from the date of the previous recommendation. There is no appeal for recommendations concerning promotions.

c. In the event of either a negative or a delay recommendation, the PCAC will notify both the Director and the candidate of the reasons in writing and will supply a detailed statement of the reasons for their recommendation. Such statements will be added to the candidate's file.

If the recommendation of the Director differs from the recommendation of the PCAC, the Director shall give the candidate reasons in writing.

If the recommendation is negative or delay, such notification shall be sent to the candidate by registered mail.

E. APPEALS

1. A candidate shall have fifteen days from the date of receipt of the notice of recommendation from the PCAC to appeal to the Director of Libraries in writing. Upon receipt of such an appeal, the Director of Libraries shall refer the file to an Appeals Committee.

2. The Appeals Committee shall review the recommendation of the PCAC on the basis of the file of the candidate as it stood when the final recommendation of the PCAC was made.

3. A candidate appealing on a recommendation respecting continuing appointment shall be permitted, if he/she wishes, to nominate a file which was before the PCAC, preferably in the same year, or if necessary in the previous year, which the PCAC felt was worthy of continuing appointment and to which the candidate wishes to be compared.

4. The Appeals Committee shall be permitted access to files which come before the PCAC.

5. The Appeals Committee shall review the file of the appellant and report to the Director of Libraries with its recommendation within two months of its notification of appeal.

F. MEMBERSHIP OF THE PROMOTION AND CONTINUING APPOINTMENTS COMMITTEE

A standing committee on Promotion and Continuing Appointments shall advise the Director of Libraries on promotions and continuing appointments; its deliberations shall be in camera and completely confidential.

The Committee shall consist of five members, at least two of whom shall be librarians with continuing appointment, one to be a non-librarian and, normally, one librarian without continuing appointment. No person may

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serve on a committee to consider an appeal relating to continuing appointment if he/she was a member of the PCAC which made the original recommendation.

G. MEMBERSHIP OF APPEALS COMMITTEES

Appeals committees are struck on an ad hoc basis when required and shall consist of three members, as follows: two librarians - one named by the appellant and one named by the PCAC or the Director, depending on the stage at which the appeal is made - and a third member chosen by the two designated librarians. At least one member should have continuing appointment; the third member may be an external designate.

As per Article 13.07 of the Collective Agreement between York University and the York University Faculty Association, amendments to this document require the approval of both parties to the Agreement.

SUPPORT STAFF

UNIVERSITY OF PITTSBURGH

UNIVERSITY OF PITTSBURGH STAFF HANDBOOK

For Clerical, Secretarial, Technical and Professional Personnel

Published by the Division of Personnel and Affirmative Action

Winter, 1974

(A reclassification of your position due to a re-examination of duties of long standing or transfers associated with budget account redistributions do not subject you to a provisional period. A reclassification of your position due to the current assignment of new duties does require a provisional period.)

Permanent

Permanent employment implies that you have successfully completed your provisional period, have acquired stronger job rights, and if you are a new employee you are now eligible to use vacation credits. Permanent status does not imply that you cannot be laid-off or terminated due to lack of funds or dismissed for cause. However, dismissal for cause or other disciplinary action may be appealed under the grievance procedure for regular employees. If you are laid-off for lack of funds, every effort will be made by the Employment Section of the Personnel/Affirmative Action Division to secure for you a position of comparable rank and salary. This, however, must be subject to the availability of such positions and no absolute guarantees can be made.

If you, as a permanent employee, are applying for a promotion or transfer, you must do so with the understanding that success in the new position is not assured and you must be considered a new employee in the new position and will be subject to the appropriate provisional period. If your supervisor, after working with you decides that you are not suitable for the new position, every effort will be made by the Employment Section of the Personnel/Affirmative Action Division to secure for you a position of comparable rank and salary to the position from which you were originally transferred or promoted. This, however, must also be subject to the availability of such positions and no absolute guarantees can be made.

STAFF POSITION CLASSIFICATION

There are many different types of classification systems in use in business, government, and higher education. The University uses two types of systems: one for the staff and the other for faculty. The first is a "position" classification method wherein the duties of the position and its relationship within the organizational unit are the only determinants of classification title and salary level. This system is used for ***all*** staff positions and is monitored by the Position Classification and Salary Administration Section of the Personnel/Affirmative Action Division.

The second type, the "rank" system, is used solely for faculty appointments. The title and salary are determined primarily by the qualifications of the individual. This system is monitored through the Office of Faculty Records in the Provost's Office.

HISTORY

The present classification structure for staff became effective in 1968 when the University contracted with the Public Administration Service (PAS) of Chicago to survey all nonfaculty positions within the University and implement a classification and pay plan. As a result, almost three hundred different kinds and levels of nonfaculty work were identified and are now governed by the Position Classification and Pay Plan.

PRINCIPLES

All classification and pay plans draw upon common principles and terminology which are defined and explained in a number of professional publications and journals such as *Position Classification in the Public Service*, published by the Public Personnel Association, and *A Classification Plan for Staff Positions at Colleges and Universities*, published by the College and University Personnel Association. Several principles are important in administering the classification plan.

The first is "Equal pay for equal work." This means that positions requiring the same kind of work should be classified the same, even if the duties are not identical. In determining what is equal work, the duties of each position are analyzed to identify the nature of the work, the complexity and difficulty of the work, and the responsibilities.

Secondly, the experience and education of an employee in a position do not alter the classification. Experience and education are factors which are taken into consideration before an individual is appointed and should not be used as the basis for lowering or raising the classification.

Finally, employee performance is another factor which does not alter a classification. Performance refers to efficiency and the quality and quantity of work. Good or bad performance should be recognized by the granting or withholding of salary increases and promotions or by eventual dismissal. Performance should not be used to justify the lowering or raising of a classification.

TERMINOLOGY

Class Specifications and Title

A class specification is a general description of the standards, characteristics, representative examples, and responsibilities of work performed by each class. Each specification has a class title and three parts entitled Nature of Work, Illustrative Examples of Work, and Requirements of Work. The specifications have been collected into a *Manual* and are available for you to review in your school or departmental administrative office, the appropriate administrative office on your campus, or the Personnel/Affirmative Action Division.

Working Title

A working title is a descriptive title for a particular position which is different from a general class title. Working titles must not conflict, contradict, or be confused with class titles in the classification plan.

Forms

Appointment and Special Action Forms and *Employee Records, Pitt Forms 1519* and *1520*, are also reviewed by the classification section before processing. This review includes checking the working title to be sure that it is not in conflict with the classification title, the rate or salary to insure that it is on a step of the *Employee Pay Plan* and that it is at least at the entry rate for that classification (unless a "training" situation has been approved by the Employment Section), the position number and classification coding, employee status

(Regular Full-time, Regular Part-time, Temporary Full-time, Temporary Part-time), and the status according to the *Fair Labor Standards Act*.

Pay Ranges

For each class, a pay range has been established. Each class code, class title, and pay range appear in the *Employee Pay Plan*. Each pay range results from an extensive statistical analysis of external salary data collected from industries in the Pittsburgh area and from other colleges and universities throughout the country. The *Employee Pay Plan* is available for review in each school or departmental administrative office, the appropriate administrative office on your campus, or the Personnel/Affirmative Action Division.

Job Description

A *Job Description, Pitt Form 1995*, is a formal written record of duties and responsibilities assigned to a position. A job description differs from a class specification in that the description refers to specific duties for an individual position and a specification refers to representative examples of work performed in a specific class of positions University-wide. University policy requires that a job description be on file in the Processing Services and Records Section for each regular full-time, regular part-time, temporary full-time, and temporary part-time staff position.

The first purpose of a job description is to enable the Position Classification and Salary Administration Section to determine the appropriate classification and pay range for a position, to enable the Employment Section to effectively recruit suitable candidates for that position, to help the incumbent define and understand his or her job, and to help the supervisor evaluate performance and work flow.

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Job descriptions are also used to determine the exempt professional, executive, administrative or nonexempt status of a position according to the *Fair Labor Standards Act*. A more detailed explanation of this is found in our discussion about overtime and in Section I of the *S.P.I. Manual*.

Categories of positions (i.e., professional, office and clerical, service, technician, sales, laborer, craft, and operative) have been established by the guidelines published with Standard Form 100, Joint Reporting Committee, Equal Plans for Progress Program of HEW. Class specifications are used to determine into which category classes of staff positions belong.

Therefore, a position may be professional according to the EEOC and University guidelines, but be nonexempt for purposes of overtime pay requirements as defined by the *Fair Labor Standards Act*.

The data supplied by the job description assists management in insuring that fair employment practices are being followed. All this information is also important for budget and planning purposes and for accurate statistical reports to governmental agencies.

PROCEDURES

Duties and responsibilities are assigned to positions by a supervisor, and may be reassigned or redistributed at any time at the discretion of the supervisor or an administrator. Because positions change subtly over a period of time or suddenly due to a reorganization of the unit, the Position Classification and Salary Administration Section reviews positions for reclassification.

On a regular basis the classifications of all nonfaculty positions within each organizational area are reviewed. A classification survey includes group meetings with all employees to discuss and describe the classification program and the procedures for conducting a survey. At this time each employee is asked to complete a new job description and forward it to the Position Classification and Salary Administration Section. A schedule of interviews with each employee and his or her supervisor will be arranged at the convenience of the employee. After all of the interviews have been conducted, the information is analyzed and recommendations are made to the school or department. The results should be implemented at this time after a reasonable effective date has been determined. The final step in a classification survey is to reconcile appeals of decisions.

Another type of classification survey is an occupational survey. In this type of review, positions are studied within a particular class across organizational lines. The procedures for conducting this survey are the same as for conducting an organizational survey except that an in-depth study of the occupation is conducted. This in-depth study may result in changes or modifications to the existing class specifications.

Positions are reviewed for reclassification at the request of the supervisor or an administrator. To accomplish this type of review a job description is completed by each employee for his or her own position with the supervisor and administrator adding their comments regarding the duties and responsibilities and their signatures. (If the position is vacant the job description may be prepared by the supervisor.) The job description should then be forwarded to the Position Classification and Salary Administration Section where a classification analyst will conduct a review of the description and position and make a classification recommendation. The review consists of discussing the position with the employee and the supervisor, and comparing and contrasting the duties and responsibilities with the *Manual of Class Specifications* and with other existing similar positions within the University. The final decision and effective date are communicated to the Dean or Director by memo. A copy of the memo and the job description must be retained in the files of your departmental office and the Position Classification and Salary Administration Section.

You or your supervisor may request that the classification of your position be reviewed by completing a new job description and requesting that comments and signatures be added by your supervisor, department head, dean or director, or appropriate administrative official on your campus. They need not support your request; conversely, they are free to outline reasons why the request should not be approved. Attempts to reconcile the points of disagreement will be made by the staff of the Position Classification and Salary Administration Section during the review.

To establish a new position, a job description must be completed by the immediate supervisor, supplemented by the appropriate administrative comments and signatures, and forwarded to the Position Classification and Salary Administration Section.

Effective dates of the classification of a position are determined according to the date the request was received or according to the date that the assignment of duties and responsibilities actually took place. A reclassification of your position due to a re-examination of duties of long standing does not subject you to a provisional period. A reclassification of your position due to the current assignment of new duties does require a provisional period. (See Transfers and Promotions).

From time to time various constraints are placed on all phases of employment at the University because of local or national financial circumstances. When this occurs, senior administrators may require that organizational tables be frozen by not expanding or adding positions.

JOB CLASSIFICATION PROCEDURES
FOR
SUPPORT STAFF POSITIONS

I. APPLICATION

The determination of the job content of a position is a responsibility of the supervisor to whom a position reports, subject to the approval of the Dean, Director, or Head of Administrative Unit. The job classification procedure is the entire process by which the relative worth of the job content of approved positions within the University are determined.

Application of Classification Procedures to Employee Groups

The classification procedures described in this section vary in their application depending on the employee group for the position.

1. The procedures apply in their entirety for positions falling within:
   (a) Association of Employees Supporting Education Services
   (b) Canadian Union of Public Employees
2. Except for Step C.2 (v) and Step D in Section V (see pp. 10), the procedures apply in their entirety for the positions in the following employee groups:
   - Professional and Confidential Exclusions
   - Management Excluded positions which are subject to job evaluation. The individual Hay Point evaluation for these positions generates the position salary range, therefore, there are no class specifications. Classification review results are distributed to the position incumbent by his/her Dean or Director.
3. The procedures apply in their entirety except for Steps C.1, C.2 (i) and C.2 (ii) in Section V, for positions within the following employee groups where a Hay Point evaluation is not currently arrived at:
   (a) Canadian Association of Industrial, Mechanical and Allied Workers.
   (b) Graphic Arts International Union.
   (c) University of Manitoba Police Association.

4. The Procedures do not apply to management excluded positions designated by the Vice-President (Administration) as not being appropriate to job evaluation.

II. JOB EVALUATION

Job evaluation is that part of the job classification procedure whereby a position is assigned a point value measurement of its worth.

The current job classification procedures are a reflection of the adaptation of the Hay Guide Chart Method (Hay System) of job evaluation to the University of Manitoba setting. The effectiveness and degree of this adaptation has been developing with experience over a number of years.

There is no perfect job evaluation system and the Hay Guide Chart Method has both strengths and weaknesses. Its greatest strength is its ability to measure the value of a wide variety of positions from the lower paid positions to the higher paid positions within the University. Its greatest weakness is that it requires an indepth training program in its usage, therefore, it may not be readily understood by all employees within the University.

Use of the Hay Guide Chart Method requires attendance at a several-day seminar conducted by Hay Associates Canada Limited. There are currently 64 trained evaluators at the University:

16 from the administrative and executive group
14 from the professional and confidential group
13 from Employee Relations
21 from collective bargaining units

A The Hay Guide Chart Method

The Hay Guide Charts are structured to evaluate positions on the following factors:

1. Job Know How Factor - This is the sum total of technical expertise and practical skill however acquired, i.e. regardless of formal training or on

the job training. It measures both depth and breadth of Know How i.e. some knowledge about a lot of things or a great deal of knowledge about a few things.

Know How has three sub factors:

(1) Specialized and Technical Skills

(2) Skill in motivating people

(3) Breadth of managerial integration

2. Job Problem Solving Factor - This is the amount of original, self-starting thinking required by the job for analyzing, evaluating, creating, arriving at and making conclusions.

Problem Solving has two sub factors:

(1) The environment in which Problem Solving takes place

(2) The kind of thinking necessary in the solution of problems.

3. Job Accountability - This is the measured effect of the job on the end results.

Accountability has three sub factors:

(1) The freedom to act in the job or commit others to act.

(2) The size of the area affected i.e. the magnitude of the end result which the job most clearly affects i.e. a big department compared to a small department.

(3) The impact of the job on the end results.

As the evaluator goes through the charts he or she assigns the appropriate points from the Hay Charts for the position being evaluated. These points are then totalled to give the point evaluation for the position.

III POSITION REVIEW

The Hay Guide Chart Method is not, however, the only method by which a job classification is arrived at. The University, with contractual agreement of some collective bargaining units, has established a procedure to ensure that each job goes through a series of checks and controls prior to arriving at a job classification.

The initial stage in the classification process normally begins at the Supervisory level and in one of the following situations:

1. An employee either formally in discussion or by innuendo states they are unhappy with either the structure of their job, the classification of their position and/or their salary. Supervisors should not avoid discussing these concerns. Contractually, the employee may have a right to have the position reviewed and it is as well a good human relations practice to hear him or her out. The only stipulation in a collective agreement that may prevent a review is where the position has been reviewed and appealed within the previous six month period and even in this situation there may have been a significant change to the position that warrants a further review.
2. Either at the supervisor level or higher up the administrative chain, an organizational change takes place that affects the positions within a unit. If the change is merely an idea or proposed change rather than an actual change in process, a request may be made to the Compensation and Research Department for an opinion of what the

expected classification results would be to the positions that are involved. The Department should identify these changes on revised job descriptions.

Times at which a job description should be reviewed:

1. When the position is first created or becomes vacant and is reposted - This review takes place automatically as part of the Request for Job Posting Procedure.
2. When an employee new to a position has completed a probationary or trial period - This review is mandatory in the AESES Agreement and is good practice in all cases.
3. When one year has elapsed since the position was last reviewed - While this is not mandatory, it is good practice to review a job description annually with the position incumbent.
4. When the Compensation and Research Department conducts a review through a job audit procedure - Job audits are conducted where it appears there has not been a general review of job descriptions within a department for two or more years.

Reasons for requesting a review which by themselves are unlikely to result in a change in the position classification:

1. The employee is at the top of the salary range for their position and feels deserving of more money - The salary range for a position determines the bottom and top values for that level of positions.
2. The position incumbent is conscientious, hard working, mature, etc. - Job evaluation measures the level of job content in a position - it is NOT a performance appraisal system even though the job description sets out the objectives by which an employee may be appraised.

If either of these two reasons for requesting a review is proffered, it should be discussed with the employee. Alternatives to a classification review are to discuss with the employee his/her ability to take on higher level jobs at higher salaries either by applying for higher level positions or by the assignment of higher level duties through reorganization of the department.

3. The employee's workload is heavy or has increased - The evaluation of a position is on the level of the duties, not on the number of duties or how busy they keep an employee. In this situation there may be a need for reviewing the distribution of workload within a department. Perhaps there are certain tasks on which the employee is spending more time than they should be, and the employee may require some further training in performing these tasks. There may, as well, be some tasks the employee is performing that could either be eliminated or lightened through a procedural change.
4. The employee could make more money doing the same level of work outside the University - The rates paid are established through policy or collective bargaining and must be assumed to be competitive in the job market. This should be discussed with the employee but not debated. If the employee appears to have a reasonable case, refer the matter to the Compensation and Research Department for their information and consideration and advise the employee you have done so.

In discussing the above situations with an employee do not make commitments that you may not be able to fulfill and do not deny a classification review solely on the likelihood that it will not result in a change in classification.

IV. JOB DESCRIPTION

A Preparation of Job Descriptions

Job descriptions are prepared on the standard University of Manitoba Job Description Form #ER106 and in accordance with the Guidelines for Completing Job Descriptions. Samples are found in the Forms section of this manual. These forms are available on request from the Employee Relations Office) Further assistance in preparing a job description is available on request from the Compensation and Research Department.

The preparation of the job description is one of the checks and controls on job classification as it requires input from those people who are most familiar with the job, i.e. the Incumbent, the Immediate Supervisor, the Department Head or Grantee, the Dean, Director, or Head of Administrative Unit.

B Uses of Job Descriptions

In preparing a job description, it may be useful to keep in mind some reasons for having job descriptions other than for the purpose of determining the job classification.

A well-prepared job description should be useful for purposes such as:

1. Clarifying relationships between positions within a department thus avoiding overlaps and/or gaps in responsibilities.
2. Helping employees in acquiring a greater understanding of their present positions by analyzing their duties.
3. Assisting in making changes or reassigning and fixing functions within an organization structure.
4. Assessing job performance by a comparison between what the employee's objectives are as outlined in the job description and what the employee's results are towards meeting those objectives. This is usually in conjunction with some method of performance appraisal.
5. Introducing new employees to their jobs.
6. Assisting in hiring and placing employees in the jobs for which they are best suited.
7. Setting forth lines of promotion within a department.
8. Forecasting the training needs for a particular function.

9. Providing data as to the proper channels of communication.
10. Improving work flow.
11. Reviewing and analyzing the existing practices within a department.
12. Serving as a communication device between employee and supervisor as to job expectations and objectives. This is perhaps the greatest benefit that can come out of the job description process.

C Some Features of a Good Job Description

1. It contains factual statements of the job that is being described.
2. It is brief and concise, but explanatory.
3. It is easy and interesting to read.
4. It answers questions: What is done? Why is it done? How is it done? Where is it done? How frequently is it done?
5. It explains the environment of the position - What is the function of the department or section in which the job is located? What is the volume of dollars for grants, budgets, supplies, etc.? What is the volume of student traffic, numbers of employees, materials on hand, etc.? What are the services provided?
6. It explains the relationship of the responsibilities of the position to the working environment of the department.
7. It locates the position organizationally, preferably using an organization chart as an aide. It may be preferable that organization charts be prepared and maintained in a central administrative area, within a Faculty, Division, or Administrative Unit.

D Some Features of a Poor Job Description

1. Personal Assessment, i.e. opinions rather than facts. These can be confusing rather than explanatory, e.g. "It would be virtually impossible to refill this position as the present incumbent is the only one in the department that knows what he is doing".

2. Excessive volume and repetition - statements that do not contribute towards explaining the job. A weigh-in on a lab scale is not part of job evaluation. Excessive volume may result in a confusion of contradictory statements.
3. Pre-evaluation - do not borrow words from other descriptions and evaluation charts or attempt to second-guess the evaluation. In doing so you may be expressing personal likes and dislikes rather than giving a true picture of the job's demands and requirements.
4. Assumptions - do not assume that everyone understands "in" terms or specialized terms. Remember: What is performed? How? Why? etc.

V STEPS IN THE CLASSIFICATION PROCEDURE

A Request for Classification Review

In order to have the classification of a position reviewed the approved job description should be sent to Employee Relations together with a completed Request for Classification Review Form #ER103A. (A sample of this form is found in the forms section of this manual. These forms are available on request from the Employee Relations Office.)

B Review of the Job Description

Upon receipt of the approved job description by the Employee Relations Office it is assigned to a Compensation and Research Analyst. The analyst reviews the job description for completion, content and clarity. Should any additional information be required the Department or Faculty concerned will be contacted by the analyst.

C Classification of the Job Description

1. Evaluation - using the Hay Guide Chart Method the job description is evaluated to arrive at a Hay point evaluation.

2. Evaluation checks - the analyst does a series of cross checks on the evaluation results. Not necessarily in order they are as follows:
    - (i) Profiling - this is an examination of the assignment of evaluation points to see if the percentage distribution of points is correct for the type of job being evaluated, i.e. certain types of jobs should result in points being allocated percentage wise in a certain manner.
    - (ii) Sore Thumbing - this is a comparison of the evaluation of the position with that of other positions that have been previously evaluated.
    - (iii) Ranking - this is a comparison of the level of the position relative to other positions
    - (iv) Obtaining the opinion of another analyst - i.e. a second opinion.
    - (v) Class Specification Review - A class specification is a written description of a group of positions of which all positions within the group have sufficient similar characteristics as to warrant designating the group of positions as having the same relative worth to the University. The process of reviewing class specifications is an additional step at the University for those employee groups having standardized classifications i.e.classifications such as Clerk 1, Clerk 2 etc. The position is assigned a classification based on the points arrived at in the evaluation and ensuring that the Classification Specification for the assigned classification reflects the level of the position and vice versa.

D Results of Review of Classification

Classification review results are forwarded from the Employee Relations Office to the position incumbent, the Department Head or Grantee and the Dean,

. Director or Head of Administrative Unit on Form #ER103B (a sample of this form is found in the forms section of this manual).

E **Appeal of Classification Review Results**

Should the position incumbent, the Department Head or Grantee, the Dean, Director or Head of Administrative Unit wish to appeal the results of the classification review, a completed Form #ER104A must be sent to the Employee Relations Office. (a sample of this form is found in the forms section of this manual. These forms are available on request from the Employee Relations Office).

The Classification Appeal Process is identical to the review process except that the classification is arrived at in committee through the collective judgements of two employee group representatives and two management representatives. It is not a voting process as the Committee arrives at a consensus of opinion on the final results. In arriving at a consensus the committee may call upon whomever they wish for clarification of any aspects of the position in order that the committee may gain an understanding of the position under appeal.

F **Results of Appeal of Classification**

Results of an Appeal of a classification review are forwarded from the Employee Relations Office to the position incumbent, the Department Head or Grantee and the Dean, Director or Head of Administrative Unit on Form #ER104B (a sample of this form is found in the forms section of this manual).

Classification of Positions of Staff Employees

Reclassification requests should be prepared and forwarded to the Library Personnel Director as the need arises. Requests will be reviewed as they are received. The effective date of reclassification will be the first day of the month after they are received by the Library Personnel Director, provided the documentation is complete.

Requests will be reviewed by the Library Staff Classification Panel together with a Personnel Analyst from the campus Personnel Office who will be looking at three specific factors in their analyses. The recommendation of the employee's department head should, therefore, speak clearly to the following questions:

a. What significant changes have occurred since the position was last reviewed? (Of course, there may be cases in which there are not significant changes but in which it is felt that the classification in nevertheless incorrect. If so, this should be stated and explained.)

b. Do University job specifications at a higher level apply to the position. (Quote appropriate specifications.)

c. If the position is reclassified, how will equity be affected within the department? In other words, will inequities be created with other employees at the individual's current level? (Name the positions in the department, if any, which compare in level of duties and responsibilities.)

The University Librarian will personally review all recommendations for reclassification received from the Library Staff Classification Panel. When the University Librarian approves a request, he will make a recommendation to the Vice Chancellor-Academic Affairs (the Library's Control Point) concerning the proposed reclassification. The University Librarian's recommendation will consider the proposed reclassification from the standpoint of the organization plans of the unit as a whole and in the context of limited budgets.

Requests for reclassification should be forwarded to the Library Personnel Director in accordance with the instructions contained in the Check Sheet which should be attached to the top of the original dossier sent to the Library Personnel Director. Copies of the check list, which is reproduced on the next page, may be obtained from the Library Personnel Office.

CHECK SHEET

LIBRARY STAFF PERSONNEL RECLASSIFICATIONS

(Please attach this to the top of the original dossier)

Send original and 11 copies of all items listed to the Library Personnel Director, marked IN CONFIDENCE.

1. Job Description, with all requisite signatures.

   Job description should be as complete as possible. Ideally, no additional information should be necessary for an analyst to understand the individual's job, and to make an accurate classification of the position. Be sure that the percentage of time spent on each activity is indicated. ______

2. A letter from the department head indicating:

   a. A discussion of how the person's job has changed, and how it meets the specifications of the proposed classification. ______

   b. The staffing picture of the department, including a discussion of whether or not any of the other staff would be affected by the proposed reclassification. ______

   c. The department head's recommendation on the reclassification. ______

Department ______________________

Employee's name ______________________

Date ______________________

MJM:lmk (4/80)

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LIBRARY CLASSIFICATION REVIEW PANEL

The Library Classification Review Panel is a standing administrative committee appointed by and reporting directly to the University Librarian or his designated representative(s).

1. Purpose: The purpose of the Panel is to receive and audit all requests to review classified positions in the Library, including filled and vacant positions, in order to recommend the proper classification level of the jobs to the University Librarian and, through him, to the campus Personnel Manager.

   At the request of the Library Personnel Director, the Panel will review and make recommendations regarding the validity of the Skills and Knowledges Inventory related to specific job descriptions.

   The Panel will also review and make recommendations to the University Librarian or his designated representative(s) on whether employee development programs requested by Library staff employees are Position-Related, Career-Related, or Education Enrichment programs as defined in Support Staff Personnel Policy 260. Panel members will hold the deliberations and recommendations of the Panel in strict confidence.

2. Membership: The Panel shall consist of nine Library staff employees (seven regular and two apprentice) appointed by the University Librarian. These appointees are required to meet the following criteria:

   a. Have achieved regular status with a minimum of one year's experience in the General Library or its branches.

   b. Occupy a position not below classification level three, which level includes LA II, Secretary II, and Principal Clerk.

   c. Complete the workshop on Staff Classification. Assignment may be made with the understanding that the appointee will complete this workshop as soon as it is offered.

   In addition to the regular seven Panel members, two new members, who meet the criteria, will be assigned annually each September to serve an apprenticeship of one year on the Panel. They will be in observer status and ineligible to participate in the final decisions on the classification level to be recommended for the jobs audited while they are still in apprenticeship status. Each September, beginning in 1981, two regular members, who have served the longest, will leave the Panel to be replaced by the two members who have completed their apprenticeship.

   The Panel shall select its own Chair to serve for one year. The Panel may extend the Chair's term from year to year at its discretion.

   The Library Personnel Director and a Personnel Analyst from the campus Personnel Office shall serve as consultants and resource persons in all deliberations of the Panel that affect classification.

3. Procedures: Audit requests may be submitted to the Library Personnel Office at any time and will be processed as expeditiously as possible. It is the responsibility of the unit head and/or the staff employee to initiate requests for job audits by the Library Classification Review Panel whenever it is believed that the duties and responsibilities of the position have changed significantly, and to provide all the necessary documentation required for the Panel's deliberations. A form listing the requirements for submission of requests is available in the Library Personnel Office.

   The Panel may invite the incumbent in this position, the immediate supervisor and unit head, and others knowledgeable about the position, of specific procedures followed in the position to provide information about the job in order to assist the Panel in reaching its recommendation.

   The Panel's recommendations, with the documentation to support the recommendations, will be forwarded to the University Librarian or his designated representative(s) by the Library Personnel Director. The University Librarian's recommendation will be sent to the campus Personnel Manager through the Office of the Assistant Vice Chancellor--Academic Affairs, which is the Control Point for the Library. The campus Personnel Manager must approve all classification actions prior to commitment of such actions to employees. According to Irvine Staff Personnel Procedure 011 (F), the effective date of an approved classification is the first of the month following receipt of the complete classification review package by the coordination point. A later date may be selected if it is more appropriate.

Library Assistant Series Specifications

The Associate Vice Chancellor, Academic Affairs, the Campus Personnel Manager and the University Librarian have approved for use in this Library the following guidelines to be used together with University of California classifications specifications in the classification of position in the Library Assistant series. These became effective March, 1980.

Series Concepts

Library assistants support the academic staff who are responsible for the University Library program. Library assistants differ from librarians in that they typically learn library techniques, methods and practices in limited functional areas on the job or in specific training courses, while librarians are academic appointees who acquire a theoretical knowledge of library science and literature resources through formal academic training. Librarians may be called upon to apply the principles of library science in many or all functional areas and have additional responsibilities for instruction and research.

Library assistants differ from others in the Clerical/Administrative or other series in the body of library skills and knowledges required by Library assistants. Library assistants perform or supervise advanced operational level or limited professional duties in one or more functional areas in libraries and related units which are administered in accordance with the practices and techniques of librarianship. They may perform other related duties as assigned.

Through the use of the attached specifications, it will be relatively easy to distinguish between staff positions in the Library which belong in the Library Assistant Series and those which belong in the Clerical/Administrative or other series. In analyzing positions, it is necessary to think of the functions being performed rather than the organizational unit in which they take place. Some positions will have elements of both series, in that part of the duties require specialized or limited professional knowledge combined with clerical tasks. In these instances the level of knowledge required, as well as the percentage of time spent in the various duties, will determine the proper series.

Generally, if the duties of the position are 50% or more clerical or administrative, it will fall in the Clerical/Administrative series. If the duties of the position are less than 50% clerical or administrative, and a significant part of the job requires specialized or limited professional knowledge, it will fall in the Library Assistant Series. Emphasis is placed on the kind of work performed and on the nature of the position itself, i.e., whether it is basically a clerical position with certain Library assistant functions, or is a Library Assistant position with some clerical duties.

The Library Assistant Series at the present time consists of four levels (I through IV) which recognize training status, increasing degrees of difficulty, supervisory responsibility and/or specialization in functional areas, depending on work assignments in a particular library unit. The progression from Library Assistant I to Library Assistant II is a continuum. The position is properly classified at the Library Assistant II level following a training phase, the incumbent will be made a Library Assistant II without reclassification procedures.

LIBRARY ASSISTANT SPECIFICATIONS

Library Assistant II - Advanced Operational Level

One or a combination of the following class concepts will apply:

1. Incumbents at this level have a body of library skills and knowledges which they use in the performance of their duties. Incumbents follow a set of procedures, guidelines and methods, and they are required to exercise some judgment in cases where numerous rules, regulations and policies apply.

2. Incumbents may have independent responsibility for a comprehensive function. A comprehensive function is one which requires the use of judgment to correlate or coordinate a variety (three or more) of processes and/or procedures; or it may involve judgment to resolve actions which vary in nature and sequence in individual cases.

The following factors should be considered:

1. Work is performed under the supervision of a higher level Library Assistant or Librarian and is subject to review as requested, when problems require evaluation of the application of established procedures, or to ensure conformance with library procedures.

2. Assignments are given in terms of the functions involved and may entail steps or actions which vary in nature and sequence in individual cases.

3. Work is performed under general guidelines which may include a large number of procedures, standard rules, regulations and precedents applicable to specific problems.

4. Incumbents have responsibility for determining procedural methods of work, for coordinating phases of work with others; or within limited areas, for determining the applicability of numerous standard rules, regulations and interpretations to individual problems.

Library Assistant III - Limited Professional & Advanced Operational

One or a combination of the following class concepts will apply:

1. Incumbents at this level have supervisory responsibilities for several (normally 3 or more) employees at the third level (LA II) or a larger number (normally 6 or more) at the second level (senior clerks) including selection, training, evaluation and disciplinary actions. Positions which are primarily supervisory in nature typically include performance of technical and administrative tasks.

2. The duties performed require limited professional knowledge of a library function and may involve special subject or language skills or advanced understanding of specialized collections. Limited professional knowledge is defined as a high level

of knowledge gained through experience necessary to practice in a specific area of librarianship without the theoretical base. Work is characterized by increased difficulty and complexity, and requires frequent problem solving.

3. Incumbents have independent responsibility for three or more comprehensive functions, services or units, each requiring distinct skills or knowledges.

   This concept requires three or more discrete tasks, which typically includes "hands-on" responsibility for some of these tasks. To the extent described, a position characterized by this concept is limited in scope.

The following factors should be considered:

1. Work is performed under the supervision of a higher level Library Assistant or Librarian. Assignments are given in terms of the subject area, language or specialized collection concerned. Work is subject to review and only the most complex problems are referred to the higher level Library Assistant or Librarian.
2. Guidelines exist as principles and precedents of library practice in one or more functional areas of the library. This requires some substantive knowledge and understanding of the programs or activities of the section or department involved.
3. Incumbents are responsible for interpretation and decisions which involve application of the guidelines in their functional areas.
4. Incumbents may have supervisory responsibility for clerical or Library Assistant tasks, in the case of positions which are not primarily supervisory in nature.

Library Assistant IV - Limited Professional

One or a combination of the following class concepts will apply:

1. Incumbents have supervisory responsibility for several (three or more) dissimilar third (LA II) or higher (LA III or LA IV) level functions or services, make varied appropriate decisions within these areas, determine staff needs, and are accountable for results produced.
2. Incumbents have responsibility for one or more functions or services involving analysis of problems equivalent to an entry level professional which requires knowledge of library principles and procedures in a specific area.
3. Incumbents have independent responsibility within overall goals of the organizational unit for a comprehensive function, service, or unit, frequently requiring the determination of procedures, methods and policy applications; prepare reports and policy recommendations; and participate in long-range planning within overall goals of the organizational unit.

   This concept usually does not stand alone but is typically intermingled with concepts 1 and/or 2. The incumbent in a position characterized by this concept does not typically have "hands-on" responsibility for the duties. Usually there is supervision of others (normally 3 or more) who have direct responsibility for the discrete tasks, each responsible for a comprehensive function, who report directly to the incumbent.

The following factors should be considered:

1. Incumbents frequently are responsible for all aspects of an organizational unit, including the determination of procedures, selection of methods, implementation of policy and participation in long range planning. Limited technical/professional knowledge is required.

2. Work is performed under the direction of a librarian. Assignments may be given in terms of the subject area, language, or specialized collection concerned.

3. The scope, complexity, or novelty of problems is such that guides frequently are not directly applicable; problems encountered are of a wide variety requiring independent judgment in the course of action to be taken. The body of knowledge required for the function is highly specialized.

Morris Library
Southern Illinois University
at Carbondale
Carbondale, Illinois 62901

LIBRARY TECHNICAL ASSISTANT SERIES

Library Technical Assistant I	0259
Library Technical Assistant II	0260
Library Technical Assistant III	0261

Promotional Line: 141
Occupational Area: 02
Work Area Code: 591
Effective Date: 10-17-80

Series Narrative: Library Technical Assistants provide assistance by performing paraprofessional library duties. The series does not include professional positions or those which are clerical in nature. A progression of responsibility is evident within the series which requires an employee to implement the techniques and practices of library science to different degrees. Library Technical Assistants may perform many of the duties listed at any given level, or they may specialize in one or more of the duties at any level. The duties of a position may include supervision; however, the inclusion of supervision as a duty does not thereby automatically qualify a position for a higher classification, even if supervision consitutes a major portion of the duties. The supervision exercised by an employee may contribute to advancement to a higher level when the employee has the responsibility for the supervision (that is, independently or jointly hires, terminates, trains, completes formal written performance evaluations, determines work assignments, resolves employee discipline problems, and approves leave time) of at least one full-time equivalent employee performing technical duties as defined in this series.

Typical library operations include the following:

1. acquisitions - the selection and acquiring of books and other library materials for addition to the library collection
2. cataloging - the classification and/or description of library materials
3. collection preparation and maintenance - the physical processing of library materials
4. circulation - the lending of library materials to borrowers and the keeping of records of the loans and returns
5. information services - the providing of assistance to users in securing information and in using the resources of the library

DESCRIPTION OF LEVELS OF WORK:

Level I: Library Technical Assistant I 0259 - Under general supervision, an employee at this level performs paraprofessional duties which require basic knowledge of the techniques and practices of library science so that the employee can process library holdings, make simple adaptations in and verify library records and provide assistance to users. In performing these duties, the employee may supervise others.

Level I - (Continued)
A Library Technical Assistant I typically--

In the acquisitions operation -

1. performs bibliographic searching of foreign language materials or directs or performs the full range of bibliographic searching of English language materials [illegible]:
   --checking standard tools such as *Books in Print* (BIP), *National Union Catalog* (NUC), *New Serial Titles* (NST), *Publishers Trade List Annual* (PTLA), or automated bases such as *Ohio College Library Center* (OCLC) for bibliographic information determining entry/form of entry, author information, publication data, and price
   --searching catalog and order files to determine whether materials are already in collection or on order
   --checking list of damaged and worn-out materials against standard tools such as *Cumulative Book Index* (CBI) and BIP to determine if they are still available for purchase
   --checking second-hand catalogs for out-of-print materials
2. identifies and solves problems resulting from incorrect or incomplete shipments (e.g., wrong editions, incorrect titles for serials, incorrect subsets, incorrect subseries and serials claims)
3. updates standing order cards for serials, monographic series and sets received, including verification of materials and determination of vendor
4. examines requests for serial back issues and replacements, and orders materials following specific guidelines

In the cataloging operation--

1. processes added copies, added volumes and new editions, ordering additional cards as necessary (implies a close match)
2. uses standard bibliographic data available for monographs, such as Library of Congress or OCLC records, and makes simple local adaptations, for example, changing imprint date, completing author's name, adjusting pagination; assigns call number
3. subject to verification, codes and prepares Library of Congress catalog copy for input into data base. (Manual operation of equipment only is not representative of this duty.)

In collection preparation and maintenance operation--

1. in accordance with contract specifications, determines class and type of binding for library materials to be sent to a commercial bindery

Level I - (Continued)

In the circulation operation--

1. in a reserve unit in a library of any size, performs bibliographic searching by:
   - --accepting reserve lists; checking adequacy of information submitted; conferring with faculty concerning incomplete data
   - --verifying bibliographic information for titles not housed in the library by using standard bibliographic tools (e.g., BIP)
   - --advising on the reasonability of requests for ordering new titles and placing rush orders
   - --advising on the ordering of replacements
2. performs routine interlibrary loan searching, using all appropriate library files such as catalogs, order files and processing information lists
3. determines routing of interlibrary loan requests according to established referral patterns

In the information services operation--

1. in an information service unit, or departmental or other specialized library, provides assistance to users in securing information or access to information based upon knowledge of tools related to the function of the unit and upon knowledge obtained from performing the duties and responsibilities (in part or whole) listed at this level
2. provides correct citations when user has incomplete or inaccurate bibliographic descriptions
3. locates ownership of specific items (1) in the library or (2) in other libraries or agencies
4. provides several citations to documents relevant to user specified subjects
5. locates specific factual information (such as statistical, historical, or scientific facts) which can be found in a single source

Level II: Library Technical Assistant II 0260 - Under general supervision, an employee at this level performs paraprofessional duties which require working knowledge of the techniques and practices of library science so that the employee can interpret, adapt and verify library records and provide assistance to users. In performing these duties, the employee may supervise others.

A Library Technical Assistant II typically--

In the acquisitions operation--

1. performs followup searching for bibliographic information which was not found in routine searching or with unverified entries or incomplete requests, using tools such as Books in Print (BIP), National Union Catalog (NUC), New Serial Titles (NST), Publishers Trade List Annual (PTLA), or specialized bases such as CATLINE

Level II - (Continued)

2. establishes precataloging form of entry for materials on order or newly received and not listed in Ohio College Library Center (OCLC) or Library of Congress (LC), using bibliographic tools and according to cataloging code
3. searches tools such as NST on regular basis to be alert to possible title changes and cessations, and initiates appropriate changes to the library holdings list
4. is responsible for recognizing and initiating changes in the current holdings file for periodical subscriptions
5. determines which materials will be exchanged with other libraries and orgranizations according to established guidelines such as want lists or acquisitions policy statements

In the cataloging operation--

1. uses standard bibliographic data available for monographs or monographs in analyzed series, such as Library of Congress or OCLC records, and makes complex adaptations: for example, adjusting bibliographic record to fit material in hand. Variance between the material and available copy may include imprint, pagination, edition, title changes, series notes, classification, added entries, and subject headings. Assigns call number
2. classifies and creates descriptions of special types of materials, such as maps, state documents, archives, etc., according to local classification schemes and standards
3. updates and revises subject authority file and subject references in the public catalog; this duty may require some analyses of previously cataloged materials
4. identifies and corrects processing problems, such as discrepancies in previously cataloged materials, incorrectly marked books, or call numbers inconsistent with library policy

In the circulation operation--

1. in a reserve unit in a library,
   --determines faculty deadlines for submission of requests
   --communicates with faculty concerning interpretation of policies, status of reserve lists submitted, and ordering of new titles
   --determines length and types of loans
2. searches for materials not found in routine searching or unverified or incomplete requests, using such tools as catalogs, BIP, NUC, NST, and OCLC, in a unit such as an interlibrary loan or reserve unit
3. performs interlibrary loan searching for subject requests

Level II - (Continued)

In the information services operation--

1. in an information service unit, or departmental or other specialized library, provides assistance to users in securing information or access to information based upon knowledge of tools related to the function of the unit and upon knowledge obtained from performing the duties and responsibilities (in part or whole) listed at this level
2. compiles lists of new materials relevant to a specific subject or tailored to interest of user groups or individuals

Level III: Library Technical Assistant III 0261 - Under direction, an employee at this level performs paraprofessional duties which require knowledge of the theories and principles of library science so that the employee can create, interpret, adapt and verify complicated library records and provide assistance to users. The employee utilizes initiative and judgment in applying established library principles and procedures to new, difficult or unusual problems and in determining when assistance of a professional is needed. In performing these duties, the employee may supervise others.

A Library Technical Assistant III typically--

In the acquisitions operation--

1. performs bibliographic searching for materials with complicated entries, such as conventional titles (e.g., the Bible) and corporate entries
2. establishes new periodical entries based on information found in bibliographic tools and/or according to cataloging code
3. is responsible for holdings records for serials or continuations and authorizes the necessary changes in records
4. recommends specific materials for acquisition by:
   --consulting a variety of bibliographic sources
   --evaluating materials by directly scanning, listening to, or viewing or by consulting reviews
   --evaluating and making recommendations on user requests for purchase of materials

In the cataloging operation--

1. under guidance and review, uses standard bibliographic data available, such as Library of Congress or Ohio College Library Center (OCLC) records, and makes complex adaptations for all formats: for example, audio-visual materials, corporate entries, and serial publications. Variance between the material and available copy may include imprint, pagination, edition, title changes, series notes, classification, added entries, and subject headings. Assigns call number

Level III - (Continued)

2. under guidance and review, using internationally established rules for descriptive cataloging, creates complete catalog records and classifies materials for which no Library of Congress, OCLC, or similar national cataloging copy is available
3. is responsible for currency and accuracy of catalogs, using nationally established rules for filing. Duties may include the following:
   --checking completed cards or card sets for accuracy of cataloging information
   --identifying cataloging discrepancies by comparing with other cards filed

In the collection preparation and maintenance operation--

1. determines whether materials needing treatment should be commercially bound, repaired or bound in-house, or returned to shelves untreated; and if in-house, decides appropriate method to be used, e.g., pamphlet binding, resewing, recasing, Togic, mylar binding, or put in solander boxes or portfolios

In the circulation operation--

1. establishes entries and searches for materials with inaccurate or incomplete citations or complicated entries, such as conventional titles (e.g., the Bible) and corporate entries, in a unit such as an interlibrary loan or reserve unit

In the information services operation--

1. in an information service unit, or departmental or other specialized library, provides assistance to users in securing information or access to information based upon knowledge of tools related to the function of the unit and upon knowledge obtained from performing the duties and responsibilities (in part or whole) listed at this level
2. provides complex factual information (answers where data available from different sources are conflicting)
3. instructs in the use of library or bibliographic instruments by:
   --providing regular sessions (seminars, workshops) as part of, or separate from, regular class work
   --providing program texts, explanations, recordings, etc., on organization of library and bibliographic instruments
4. plans and prepares library exhibits which require research, selection of materials, and the composition of knowledgeable annotations

MINIMUM ACCEPTABLE QUALIFICATIONS REQUIRED FOR ENTRY INTO:

Level I: Library Technical Assistant I 0259

TO BE DETERMINED BY PLACEMENT OFFICER

1. (A) Two years of college or university course work and
   - (i) two years college or university library work experience in one or more of the operational areas in a library (i.e., acquisitions, circulation, collection preparation and maintenance, cataloging, and information services

     or
   - (ii) one year of work experience in any library performing duties delineated in the Library Technical Assistant I class specification

   OR

   (B) An Associate degree in a Library Technician Program or 15 semester hours of college or university coursework in library science and
   - (i) one year college or university library work experience in one or more of the operational areas in a library

     or
   - (ii) one year of work experience in any library performing duties delineated in the Library Technical Assistant I class specification

   OR

   (C) High school graduation
   - (i) three years college or university library work experience in one or more of the operational areas in a library

     or
   - (ii) one year of work experience in any library performing duties delineated in the Library Technical Assistant I class specification

   OR

   (D) College or university graduation

OTHER MINIMUM ACCEPTABLE QUALIFICATIONS

1. Knowledge of library working tools, records and processing techniques
2. Ability to work accurately with details
3. Ability to work independently
4. Supervisory ability
5. Ability to work under pressure
6. Ability to deal effectively with others
7. Ability to solve problems
8. Ability to communicate effectively with others

Level II: Library Technical Assistant II 0260 -

TO BE DETERMINED BY PLACEMENT OFFICER

1. Meets the Minimum Acceptable Qualifications for entry into the Library Technical Assistant I level
2. Two years work experience performing duties delineated in the Library Technical Assistant I class specification

Level II - (Continued)

OTHER MINIMUM ACCEPTABLE QUALIFICATIONS

1. Knowledge of library working tools, records and processing techniques
2. Ability to work accurately with details
3. Ability to work independently
4. Supervisory ability
5. Ability to work under pressure
6. Ability to deal effectively with others
7. Ability to solve problems
8. Ability to communicate effectively with others

Level III: Library Technical Assistant III 0261

TO BE DETERMINED BY PLACEMENT OFFICER

1. Meet the Minimum Acceptable Qualifications for entry into the Library Technical Assistant I level
2. Two years work experience performing duties delineated in the Library Technical Assistant II class specification

OTHER MINIMUM ACCEPTABLE QUALIFICATIONS

1. Knowledge of library working tools, records and processing techniques
2. Ability to work accurately with details
3. Ability to work independently
4. Supervisory ability
5. Ability to work under pressure
6. Ability to deal effectively with others
7. Ability to solve problems
8. Ability to communicate effectively with others

Library Technical Assistant I	(NO CHANGE)
Library Technical Assistant II	(REVISED)
Library Technical Assistant III	(REVISED)

SIU

Employee Performance Evaluation/Classification Audit

Southern Illinois University at Carbondale

Employee's Name ______________________ Position No. __________

Classification ______________ Department ______________

Purpose of Evaluation ______________ Rating Period Ending Date __________

Date Probationary Period Ends (Unless altered by time in non pay status) __________

The Employee is to List Below MAJOR Duties in *Priority Order*:

	Percent of Time	Supv'r. Rating *1	Supervisor's comments or examples of performance which support rating given. *2
1.			
2.			
3.			
4.			
5.			

***SEE BACK SIDE FOR INSTRUCTIONS.**

Supervisor's Overall Comments ______________________

____

______________________ Signature ______________ Date ______

Employee's Comments ______________________

______________________ Signature ______________ Date ______

Signature Dept. Head ______________________ Date ______

Review by Personnel Services ______________________ Date ______

III - SUMMARIES

LIBRARY ASSISTANT I[*]

Library Assistant I positions involve use of a working knowledge and understanding of the library's services, practices and procedures which is gained on the job. This level may also include performance of a variety of library duties of limited complexity, for example, learning to recognize and identify documents written in foreign languages, training in use of specialized terminology and, in some cases, require the exercise of choice in the application of guidelines.

EDUCATION AND/OR SKILL

Library Assistant I positions require a high school education, although, higher education would be preferable. Previous working experience would be preferable but is not mandatory.

RESPONSIBILITY

Moderate accountability for a service or product is required of Library Assistant I positions. Rules and regulations must be applied in accordance with oral instructions or established procedures to achieve specific objectives. Library Assistant I positions are responsible for making routine decisions,however the emphasis is on what is performed, rather than on why it is performed. Difficult problems and policy decisions are referred to supervisors.

LATITUDE FOR JUDGMENT

Generally, work is performed under supervision, however, there is freedom for initiative within assigned duties. Library Assistant I positions plan their own daily work within established policies and routines.

COMPLEXITY OF DUTIES

Library Assistant I positions are assigned moderately complex tasks. These tasks may require some relevant experience or on-the-job training. May train lower level staff in routine operations of very limited nature.

CONTACTS

Some positions require limited personal contact with general public or other library clientele. In such situations they must exercise a degree of tact, courtesy, and good judgment. Most Library Assistant I positions require internal contacts in immediate department in which they are located and in supporting departments.

SUPERVISION

Library Assistant I positions may supervise lower level staff in routine operations, however, this supervision would be of limited nature.

[*] For full descriptions, see Part IV following.

LIBRARY ASSISTANT II

Library Assistant II positions require an ability to understand and implement general directions to achieve program objectives. The positions involve use of specialized working knowledge of the library's services, practices and procedures. Specialized skills usually will have been gained through previous experience or training in library activities or through college level education. Performance of complex clerical or non-professional library routines require use of intitiative and judgment within a broad range of library activities where the emphasis is on the why as well as the what of the duties discharged.

EDUCATION AND/OR SKILL

Library Assistant II positions require a minimum of two years college work or equivalent. Experience may be substituted for part or most of the educational requirements. Relevant experience is useful but not mandatory.

RESPONSIBILITY

High accountability in all phases of assigned duties is required of Library Assistant II positions. The individual at this level, is responsibile for knowing established routines and for carrying through to completion the various tasks. Resourcefulness and experienced judgment must be used in making decisions concerning application of procedures and in explaining these procedures to others. When performing complex clerical or non-professional work clear guides and established procedures are followed. Library Assistant II positions handle problems and assist in minor policy making decisions.

LATITUDE FOR JUDGMENT

Work is performed under general direction of higher grade assistants or department head who may plan, supervise and maintain work flow in a section. Frequent exercise of judgment is required of Library Assistant II positions.

COMPLEXITY OF DUTIES

Library Assistant II positions perform complex tasks requiring considerable relevant experience and knowledge of procedures. For example, training in the clerical processing of foreign documents in one or more foreign languages, duties which require knowledge of the library's cataloging practices and established rules for form and content of bibliographic entries, applies established circulation procedures and practices or aids individuals in the use of the library resources. Library Assistant II's serve as responsible employees in charge of non-professional or clerical segment or work or training scheduling and limited supervision of the non-professional or clerical segments.

CONTACTS

Library Assistant II positions often may have both internal and external contacts which require understanding of the philosophy of library service, tact, courtesy and good judgment whether responding to the needs of the general public, library clientele, dealers, donors, immediate department or supporting departments.

SUPERVISION

Library Assistant II's may be regularly responsible to train and supervise others in moderately complex tasks. Such responsibility requires a good overall knowledge of the operation procedures and activities within the library system.

LIBRARY ASSISTANT III

Library Assistant III positions, in addition to the knowledge required at lower levels, require an ability to understand and implement direction from the administrative level. Requires a specialized knowledge of library procedures, techniques and/or methods and must have the ability to apply this knowledge of the technical or quasi-professional operations to the basic elements of library science; acquiring, organizing and disseminating as required by a particular library situation.

EDUCATION AND/OR SKILL

Four years college is required for Library Assistant III's. Experience may be substituted for part or most of the educational requirements.

RESPONSIBILITY

Library Assistant III positions have a very high accountability when performing continuing quasi-professional or technical assignments. The employee receives only general guidance upon assignment of work and is expected to perform the ordinary workload independently. Difficult problems and policy decisions are handled by Library Assistant III's with only the most difficult problems referred to supervisor or Librarian.

LATITUDE FOR JUDGMENT

Work is performed usually under general direction only and therefore requires a constant exercise of judgment on the part of Library Assistant III. They may initiate and plan work routines or supervise a unit.

COMPLEXITY OF DUTIES

The Library Assistant III performs complex tasks requiring specialized knowledge or techniques. Performance of such duties requires the ability to apply knowledge of the technical or quasi-professional operations used in one or more of the basic functions of library work. such as. acquisitions, cataloging, or reference work.

CONTACTS

Library Assistant III positions may have more demanding, extensive and frequent internal or external contacts. Resourcefulness and tact are essential and such contacts require application of knowledge and experience gained in the particular functional area.

SUPERVISION

In addition to being "in charge" during evening and weekend hours the Library Assistant III may be responsible for a section or a larger more complex departmental library. Library Assistant III's are responsible for training and performance of other staff.

LIBRARY ASSISTANT IV

Library Assistant IV positions require a broad, yet detailed knowledge of all library principles, procedures and systems insofar as they relate to the responsibilities of the position and to the objectives and policies of the library as a whole. These positions are subject only to broad administrative direction while functioning as part of the administrative unit within a major library division or as a highly specialized person in a particular field.

EDUCATION AND/OR SKILL

Four years of college is required. Experience may be substituted for part or most of the educational requirements.

RESPONSIBILITY

Technical or quasi-professional work follows established library techniques and methods, however, the Library Assistant IV must use initiative in applying and adapting these guidelines to the specific situation at hand. These positions require the highest accountability often for an entire operating unit. The individual works on the basis of general assignment of responsibilities and follows through the full continuity of the job to the final results.

LATITUDE FOR JUDGMENT

Under general direction Library Assistant IV's may plan, supervise, and execute work of a unit or departmental unit. Consults with administrative unit on major new policies or procedures. However, they generally work independently and their results are accepted as final and form the basis for acquisitions, cataloging, reference, etc., other library related duties.

COMPLEXITY OF DUTIES

Library Assistant IV assignments include technical or quasi-professional operations of considerable difficulty in one or more areas of librarianship. Performance of these duties requires a background of understanding, demonstrated skill, and considerable judgment in the application and interpretation of well-established library techniques and methods.

CONTACTS

Considerable skill in dealing with people is needed for Library Assistant IV. They may be engaged in both internal and external contacts where substantial and specialized working knowledge is utilized in obtaining, providing, and exchanging information. For example, establish and maintain cooperative working relationships with the faculty and students.

SUPERVISION

The training of lower level assistants may be an important aspect of responsibility in some departments with large staffs or they may supervise other staff in a department or unit.

II CLASSIFICATION OF LIBRARY ASSISTANTS

	I	II	III	IV
EDUCATION AND/OR SKILL	High School. Some higher education preferable but not mandatory. Working experience helpful.	Minimum 2 years college or equivalent. Relevant experience useful but not mandatory.	4 years college. Experience may be substituted for part or most of the educationl requirements. Experience necessary.	4 years college. Several years relevant experience or specialized training.
RESPONSIBILITY	Moderate accountability for a service or product. Problems and policy decisions referred to supervisor.	High accountability in all phases of assigned duties. Handles problems and minor decisions.	Very high accountability. Difficult problems and policy decisions handled. Only most difficult problems referred.	Highest accountability. Often for an operating unit.
LATITUDE FOR JUDGMENT	Under director of higher grade assistants. Plans own daily work. Works within established policies and routines.	Under general direction of higher grade assistant or department head. May plan, supervise & maintain work flow. Frequent exercise of judgment.	Usually under general direction of Dept. Head. May supervise a unit. Exercise of judgment is constant. May initiate and plan work routines.	Under general direction. May plan, supervise and execute work of a unit or Dept. Lib. Consults on major new policies/procedures. Indep. work.
COMPLEXITY OF DUTIES	Moderately complex tasks.	Performs complex tasks requiring considerable relevant experience and knowledge of procedures.	Performs complex tasks requiring specialized knowledge or techniques.	Performs highly complex tasks requiring highly specialized skill and/or techniques.
CONTACTS	May have internal contacts and some external. Must exercise a degree of tact.	Often may have both internal and external contacts. Tact in dealing with people necessary.	May have important and frequent internal and/or external contacts. Resourcefulness and tact essential.	May have many internal and/or external contacts. Considerable skill in dealing with people needed.
SUPERVISION (may not be applicable to all positions)	May supervise lower level staff in routine operations.	May supervise and train others in moderately complex tasks.	Responsible for training and performance of staff.	May supervise other staff in a department or unit.

UNIVERSITY OF COLORADO

COLORADO STATE DEPARTMENT OF PERSONNEL 10150

LIBRARY TECHNICAL ASSISTANT I

NATURE OF WORK

This is the entry level class in the paraprofessional library series. Incumbents in this class perform a limited number of routine, repetitive, and standardized tasks in an academic, institutional, or specialized state library. The performance of assigned tasks is closely supervised and/or is governed by very specific procedures and guidelines which allow very limited or no opportunity to make choices and judgments.

Assignments at this level include a significant number of clerical tasks which provide the incumbent a knowledge of library operations, methods and practices.

Distinguishing Factors: Positions allocated to this class and series are reviewed and distinguished based upon the following work related factors. The factor definitions given below are characteristic of the entry level class in this series. For allocation purposes, it is necessary to review the position's assignment in terms of the following dimensions/factors as demonstrated in the assignment and as defined in the Library Technical Assistant Guidecharts. Allocation is determined by the total rating of the assignment, not the strength or weakness of any single factor.

FACTOR I Job Requirements and Difficulty of Work

The work requires recognition of library classification systems and the elements of bibliographic records; knowledge of prescribed library procedures and routines; ability to operate and perform simple maintenance on library equipment.

- work consists of simple, repetitive, routinized library tasks, processes, operations.

Specialized knowledge required ranges from none to moderate.

FACTOR IIa Responsibility (Making Choices)

Errors in decision or work are detected and corrected readily through supervisory review or other means, or are tolerable to a limited extent. Consequence of error is localized, time loss is limited, and minor adverse effects result.

There is little or no opportunity to make choices in carrying out routine or recurring assignments. Choices are limited to self-scheduling of a few routines, to the order in which the routines are performed, or to the location in which tasks are performed.

FACTOR IIb Supervisory Control, Nature of Instructions

Supervision consists of:

All procedures and tasks are reviewed.

Direct and detailed instructions are provided which require little or no judgment.

FACTOR III Personal Relationships

Personal relationships required of the job are those necessary to convey information or facts and cooperative work relationships incidental to the purpose of work.

Contacts are with the supervisor, with persons reporting to the same librarian, and with persons employed in other units of the library or related libraries in the institution (if they are under the same library director), and the public.

FACTOR IV Work Environment

Employees are normally seated, standing, or walking at will. The work requires no more than normal physical abilities.

Work is performed in a standard office or clean work area with adequate lighting, heating, and ventilation.

SOME EXAMPLES OF WORK

These are examples only and the presence of any one or a few in an assignment will not serve as a basis for allocation to this class; allocation is based on review of the total assignment relative to the guidecharts.

Files materials into public catalogs with revision.

Processes library materials by affixing call numbers, labeling spine, inserting theft prevention devices; gathers materials for binding, mending, interlibrary loan, etc.

Shelves library materials according to call numbers.

Charges out library materials at a circulation desk.

Searches for and/or verifies simple bibliographic information such as tracing missing library materials.

Performs routine operation of office and library equipment including copiers' microform readers/printers, CRT, audiovisual equipment, keypunch, etc. Performs simple maintenance on office and library equipment.

May type routine correspondence, statistical and narrative reports, and forms.

Provides general information or directions to patrons.

May perform duties identified at the other levels in this series.

Performs related work as assigned or required.

KNOWLEDGES, SKILLS AND ABILITIES

Knowledge of spelling, basic grammar, punctuation, and capitalization.

Knowledge of alphabetical and numerical systems.

Knowledge of basic arithmetic.

Ability to learn to operate and perform simple maintenance on library and general equipment.

Ability to recognize library classification systems and elements of bibliographic information.

Ability to follow instructions.

Ability to concentrate for long periods of time on detailed or repetitious work.

Ability to establish and maintain effective work relationships with co-workers and patrons.

Ability to communicate effectively with co-workers and patrons.

Certain positions amy be required to type. Typing skills (speed and accuracy) are to be identified when vacancies are announced and/or examinations administered.

MINIMUM PREPARATION FOR WORK

Education and Experience

High School diploma or GED.

Substitution

Two years of clerical experience may substitute for the required education.

One academic year's full-time enrollment college coursework may substitute for the required education.

FACTOR	I	IIA	IIB	III	IV	TOTAL
SCALE KEY	1Aa-b	4D	7J	10Q	13S	
POINT VALUE	40/80	20	20	30	5	115/155
						Range 115-275

1/1/75; Proposed Published Date 10/30/81 (RN) 97
Effective Date 7/1/82

COLORADO STATE DEPARTMENT OF PERSONNEL 10153

LIBRARY TECHNICAL ASSISTANT IV

NATURE OF WORK

This is the specialized level class in the paraprofessional library series. The specialist class is defined as the performance of a variety of complex, technical, and non-standardized tasks in an academic, institutional, or specialized state library. Performance of tasks at this level requires an extensive knowledge of library theory, principles, practices, and methods and specialized knowledge. This is the highest level of non-supervisory, paraprofessional library work. Incumbents at this level may serve as leadworkers over lower level employees.

Work is supervised and governed by very general instructions and library principles and theory. Incumbents in this class are usually supervised by professional level employees.

Distinguishing Factors: Positions allocated to this class and series are reviewed and distinguished based upon the following work related factors. The factor definitions given below are characteristic of the specialist level class in this series. For allocation purposes, it is necessary to review the position's assignment in terms of the following dimensions/factors as demonstrated in the assignment and as defined in the Library Technical Assistant Guidecharts. Allocation is determined by the total rating of the assignment, not the strength or weakness of any single factor.

FACTOR I Job Requirements and Difficulty of Work

Work requires comprehension of and ability to apply library theories, precedents, generalized techniques, and principles. Employees at this level can serve as leadworkers.

The work consists of complex, varied, non-standardized library tasks, processes, or operations.

Specialized knowledge required ranges from moderate to high.

FACTOR IIa Responsibility (Making Choices)

Errors in decisions or work are rarely subject to supervisory review or other kinds of checking and are of substantial magnitude.

The employee makes choices and decisions and acts on varied, non-standardized non-routine library assignments or tasks, is free to schedule own tasks, and selects methods within a general framework.

FACTOR IIb Responsibility (Supervisory Control, Nature of Instructions)

Supervision consists of:

Prior instructions are provided concerning new or unusual assignments.

Work is reviewed for compliance with policy requirements.

Work is reviewed in a general manner when complete or when errors are reported further down the line.

Instruction is provided through general policies and precedents. Work requires incumbent to take initiative in planning and layout, or work requires analysis, adaptive thinking, and considerable judgment.

FACTOR III Personal Relationships

Personal relationships required of the job are person-to-person relationships that involve explanation or interpretation of what is required in order to render service, carry out policies, and/or maintain coordination.

Contacts are with the supervisor, persons reporting to the same librarian, persons employed in other units of the library or related libraries in the same institution (if they are under the same library director), persons employed by outside agencies, and/or library patrons as a part of the employee's duties.

FACTOR IV Work Environment

Employees are normally seated, standing, or working at will. The work requires no more than normal physical abilities.

Work is performed in a standard office or clean work area with adequate lighting, heating, and ventilation.

SOME EXAMPLES OF WORK

These are examples only and the presence of any one or a few in an assignment will not serve as a basis for allocation to this class; allocation is based on review of the total assignment relative to the guidecharts.

Evaluates, develops, and prepares reports on programs, collection, procedures.

Develops bibliographies.

Conducts preliminary negotiations with vendors.

Interviews patrons to determine research needs.

Instructs patrons in the use of a wide variety of research tools and techniques.

Conducts the full range of reference searches, manual and automated.

Performs original cataloging.

May perform duties identified at the other levels in this series.

Performs related duties as assigned or required.

LIBRARY TECHNICAL ASSISTANT IV (Cont'd)
Page 3

KNOWLEDGES, SKILLS AND ABILITIES

addition to the knowledges, skills, and abilities required in the lower level classes of the Library Technical Assistant series, the following are also required:

Knowledge of reference, research, and bibliographic tools.

Knowledge of reference search methodology.

Knowledge of library procedures, theories, and policies.

Working knowledge of library classification systems, and knowledge of cataloging principles as used in original cataloging.

Specialized knowledge may be required in certain positions.

Certain positions may be required to type. Typing skills (speed and accuracy) are to be identified when vacancies are announced and/or examinations administered.

MINIMUM PREPARATION FOR WORK

Education and Experience

High School diploma or GED, plus four years of library experience, including two years at or above the Library Technical Assistant II level.

titution

College coursework in library science, library technology, or library media, information science, or the equivalent may substitute on a year-for-year (eighteen semester credit hours equals one year) basis for up to two years of library experience.

OR

Two academic years of full-time enrollment college coursework may substitute for the required education and for one year of library experience at the Library Technical Assistant I level. An additional two academic years of full-time enrollment of college coursework may substitute for one additional year of experience at the Library Technical Assistant I level.

FACTOR	I	IIA	IIB	III	IV	TOTAL
SCALE KEY	3Ca-b	6F	9L	12R	13S	
POINT VALUE	240/280	180	180	75	5	680/72
						Range 590-725

1/1/75; Proposed Published Date 10/30/81 (RN)
Effective Date 7/1/82

NORTHWESTERN UNIVERSITY LIBRARY
DEPARTMENT HEAD MEMO # 337

Remove: pp. 302-304
Insert: pp. 302-

Issued by: Lance Query, Personnel Librarian

Topic: Reclassification of Classified Staff Positions
Policy and Procedure

Descriptors: reclassification; classified staff, reclassification

Chapter: II
Section: D
Subsection:

Date: March 11, 1981

POLICY: (Followed by procedures and historical notes when applicable)

The University and the Library recognize that no organization of this size remains static and that reclassification of positions is a never ending process. Each position should be under constant scrutiny of the supervisor and department head and when sufficient justification for change becomes apparent, appropriate recommendations forwarded to the Personnel Librarian for consideration. New missions and functions, continued growth, reorganization and realignment of duties, and many other reasons can be cited as justification for such reclassification.

There are, however, also limitations which must be recognized by the employee, supervisor, department head and all others concerned with the reclassification process. Among those are the impact on grades/classifications within the department, the Library and the University; budgetary limitations of the Library and University; individual differences of persons occupying or that have occupied the position being considered for reclassification.

Positions, not people, must meet certain criteria before they can logically be considered for reclassification. In certain positions, responsibility and additional functions naturally gravitate toward an outstanding incumbent but, conversely, away from one or more other employees in the same department. An inherent misconception in any reclassification process where this occurs is the belief of the initiator that he/she is reclassifying a position when in actuality they are merely evaluating the present incumbent of that position through means of a job description and forwarding it with a request for reclassification. The University has ample procedures for recognizing this type of employee through their Employee Performance Evaluation Reports and their merit and/or annual salary increases. Reclassification requests should never be submitted for the purpose of awarding increased wages or other recognition to an individual occupying the position. However, should such a position be permanently altered, a reorganization or realignment of duties within the department is in order and should result in a concurrent reclassification downward of other positions affected by such reoganization or realignment. In other cases a position no longer required might well be eliminated and the duties and functions absorbed by other existing positions. Should this occur, more than one position could well be considered for upward reclassification.

Elimination or reclassification downward of a position will be done only when the position is vacant. Employees occupying such positions will be transferred to existing positions when possible, but in no case will they be caused monetary loss through reclassification or elimination. Positions identified for future elimination or downward reclassification must be brought to the attention of the Personnel Librarian as soon as possible after such determination has been made so that appropriate reassignment of the employee can be made.

Every effort will be made to ensure that the incumbent of a position being considered for reclassification is aware that the request is not a personal evaluation of his/her performance, but a study of the position within the overall organizational structure of the library.

Reclassification of any position within a department or within the library can not be handled as an isolated personnel action. Its approval or disapproval has a profound effect on the individual(s) concerned in the office, department or division. Neither can determination as to whether or not such reclassification can be fully justified to the University Personnel Department be made by a single individual. It must be done through the combined efforts of the supervisor, department and division heads and the Personnel Librarian, all acting in conjunction for the University Librarian. Final approval for reclassification rests with the University Personnel Department. Unanimity of support for the action must come from the immediate supervisor and the department and division heads.

Procedure

A request for reclassification of a position must be forwarded in writing by the Department Head to the appropriate Assistant University Librarian together with a current job description and documentation supporting the request.

The Assistant University Librarian will review the request and job description. If no further justification is deemed necessary, the AUL will merely make a written recommendation of approval and forward all documentation to the library's Personnel Librarian. In the event of substantive editing or disapproval, documentation will be returned through channels to the initiator of the reclassification request. Opportunity for formal appeal of a decision not to request a position audit will be provided for the position incumbent seeking reclassification. The reclassification process, including the appeal provision is outlined on the attached flowchart.

Requests for reclassification must be fully justified and must include all new duties assigned the position since its original classification of March 1972 or most recent classification, whether added because of new missions or functions or because of reorganization or realignment of duties within a department. These duties will be clearly identified in the forwarding memorandum. If new duties were previously performed by another employee, that position will also be noted. Forwarding memoranda must show evidence that all positions within the department have been reviewed and considered for reclassification or elimination. Should such a review result in a request for a lower reclassification or a position elimination, the Personnel Librarian will take the necessary action to transfer the employee of the affected position to a similarly graded position within the library. When the position becomes vacant, the Library Personnel Office will inform the department head in writing to initiate appropriate action for reclassification or elimination.

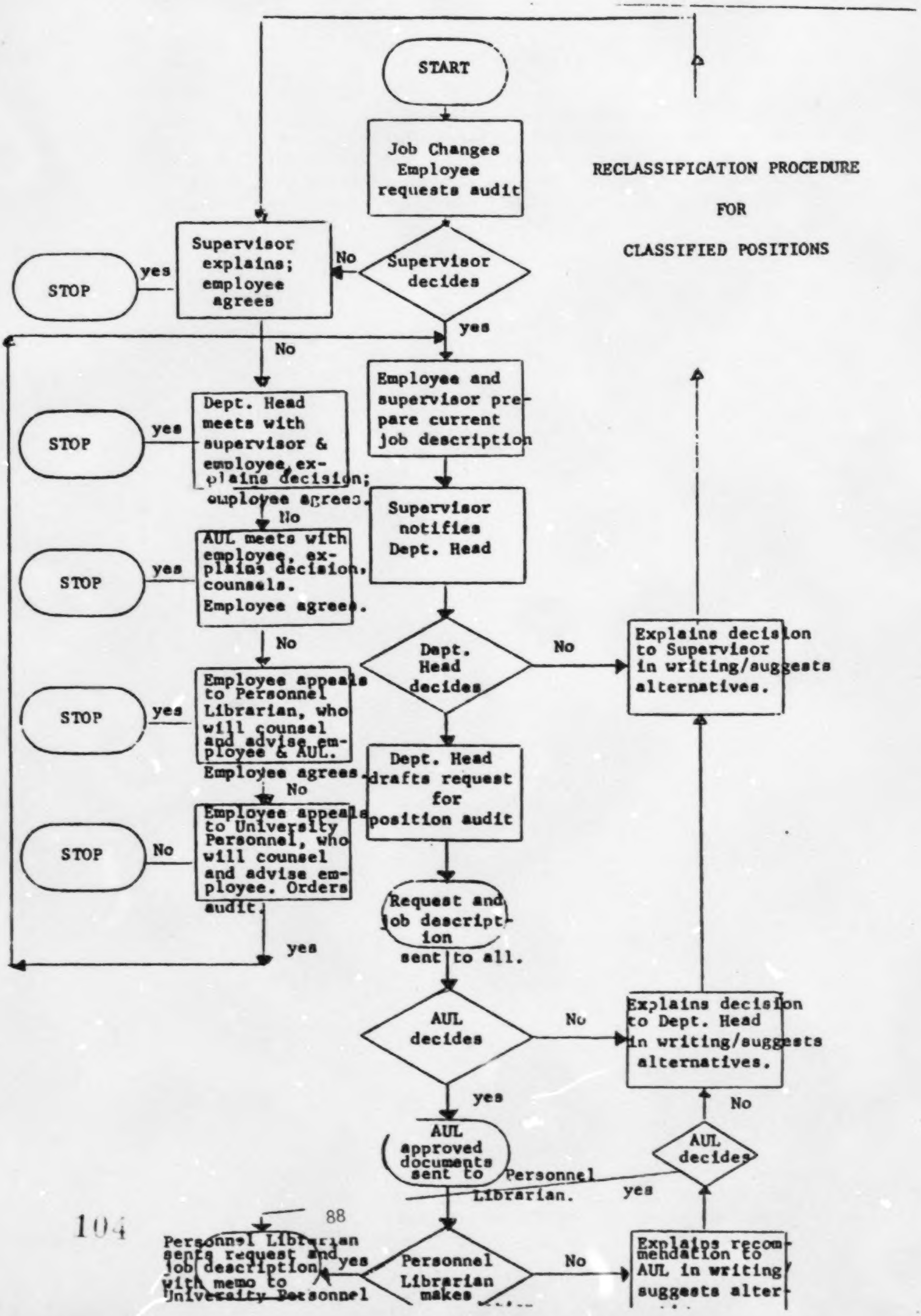
The Personnel Librarian will maintain liaison with the University Personnel Department of all matters relating to reclassification and promptly inform Department Heads and Assistant University Librarians of any changes to policy or procedure. He/she will prepare all forwarding correspondence and attached documents and forward same to the Director of Personnel.

Historical notes: Reclassification of Classified Staff Positions. Policy and Procedure, dated September 1, 1974. Chapter II, Section D. pp. 302-8. Originally issued: Staff Announcement #233, March 13, 1973.

RECLASSIFICATION PROCEDURE

FOR

CLASSIFIED POSITIONS


START
Job Changes Employee requests audit
Supervisor decides
No
Supervisor explains; employee agrees
yes
STOP
yes
No
Employee and supervisor prepare current job description
Dept. Head meets with supervisor & employee, explains decision; employee agrees.
yes
STOP
No
Supervisor notifies Dept. Head
AUL meets with employee, explains decision, counsels. Employee agrees.
yes
STOP
No
Dept. Head decides
No
Explains decision to Supervisor in writing/suggests alternatives.
Employee appeals to Personnel Librarian, who will counsel and advise employee & AUL. Employee agrees.
yes
STOP
No
Dept. Head drafts request for position audit
Employee appeals to University Personnel, who will counsel and advise employee. Orders audit.
No
STOP
Request and job description sent to all.
yes
AUL decides
No
Explains decision to Dept. Head in writing/suggests alternatives.
yes
No
AUL approved documents sent to Personnel Librarian.
AUL decides
yes
Personnel Librarian sends request and job description with memo to University Personnel
yes
Personnel Librarian makes
No
Explains recommendation to AUL in writing suggests alter-

THE NEW YORK PUBLIC LIBRARY

INSTRUCTIONS AND SUGGESTIONS FOR FILLING OUT POSITION CLASSIFICATION QUESTIONNAIRE

Do Not Attempt To Fill Out Questionnaire Until You Have Read These Instructions

WHAT THE CLASSIFICATION SURVEY IS

This is a job inventory. It is not concerned with your ability on the job or with your qualifications. The kind of work you do and the responsibilities of your position are the things to be shown on the classification questionnaire.

This survey is simply an analysis of the duties and responsibilities of positions in order to develop a classification plan. This plan will consist of a grouping together of all positions having substantially similar duties and responsibilities and requiring like abilities and skills for successful performance.

The classification plan is used as the basis for sound practices in selection, promotion, and transfer, and for uniform and equitable compensation standards. It is essential that the plan be accurate and fair. Therefore, detailed and exact information about the duties and responsibilities of each position is necessary.

You are the best person to provide complete information about your job. You know the exact duties you perform and your responsibilities. Consequently, you are asked to fill in the classification questionnaire. Use great care in doing this, so that a clear and complete understanding of your job can be obtained from your answers. The information provided through questionnaires will be supplemented by information obtained by discussions of the work of individual positions with supervisors and the employees themselves in a number of cases. However, the information provided by you on your classification questionnaire will be very important in determining in what class your position belongs. Your statements will not be changed by your supervisor.

Do not copy other people's answers even though their work is the same as your own. We want your own statement of your work — not the ideas of others about your work. Ask your supervisor to explain questions you do not understand, but use your own words in answering all questions. If you are new on your job, ask your supervisor what duties you will have in addition to those with which you have already become familiar.

PART I — TO THE EMPLOYEE

Read these instructions carefully. Write your answers on one copy of the questionnaire. See that they are correct and complete. Then type your answers on the other two sheets. Sign and return the two typewritten forms to your supervisor within five days. Keep your work copy of the questionnaire.

If you cannot type yourself, write your answers on one sheet and return the forms to your supervisor for copying within five days. He will return the forms to you for a review, dating, and signature. Then return the typewritten copies to him and keep the sheet which you filled out originally.

The following explanation will help you to understand just what information is wanted. Read the explanation for each item just before answering each question.

ITEM 1 — Give your last name first, then your first name, then your middle initial. Indicate whether Mr., Mrs., or Miss by crossing out the two designations which do *not* apply.

ITEM 2 — Give your present official title as carried on the payroll. If you do not know, ask your supervisor. Under "Usual Working Title of Position," write the title you and your fellow workers customarily use for your job.

ITEM 3 — Indicate your regularly established work schedule, showing your regular starting and stopping times for each day, the length of your regularly established lunch period, and the total number of hours in your regularly established work week. If your official work schedule varies from week to week, show the average number of hours you work in the space for "Total Hrs. per Wk." If you are subject to rotating shifts, explain the system of rotation as it affects you, indicating whether you change shifts at weekly or monthly intervals and what shifts you rotate through. If your job requires that you be available at a specified location a fixed period each week for emergency service as required, in addition to your regular work time, indicate the average number of hours per week involved in this "on-call" or "stand-by" time.

ITEM 4 — Enter the name of the major branch of the jurisdiction in which you are employed, giving the name of the department, board, or commission in which you work.

ITEM 5 — Enter the name of that division or other principal subdivision of the department in which you work.

ITEM 6 — Enter the name of that section or other unit of the division or institution in which you are employed.

ITEM 7 — Enter the room number, building name or street location of building, and name of the city in which you work, as Room 182, Memorial Hospital, Capital City. If you work out of doors or on projects at different locations, as in a highway district or on institutional premises, give the room number, building name, or street location of building, and city in which your headquarters are located — that is, the place where you report for instructions, etc.

ITEM 8 — Indicate by checking the appropriate box whether your job is full-time or part-time, and whether it is of a year-round character or whether you are employed only, for example, for the summer months or for some other limited period. If you work part-time, indicate whether you work half-time, three-quarters time, five hours a week, or otherwise show what proportion of full-time employment is involved in your job. If you work seasonally or on a temporary basis, indicate for how long a period your employment is expected to continue during the year.

ITEM 9 — If you receive maintenance in the form of meals, lodging, laundry, or the like, either for yourself or for both yourself and your family, *in addition to your cash salary*, check the "Yes" box. Maintenance, as used here, does *not* refer to reimbursement for travel and transportation expenses incurred in the course of official travel.

ITEM 10 — This, the most important question on the form, is where you tell in detail what you do. Each kind of work that you do should be carefully explained. The task which you consider most important should be given first, followed by the less important work, until the least important is described. If your work varies from season to season or at specific times, duties should be grouped together according to such periods. Give your complete work assignments over a long enough period of time to picture your job as a whole. If one kind of work takes one-half your time, say so. If another kind takes one day a month, say that. You may prefer to show the time spent on different duties as percentages or fractions, as 75% of your time, or one-third of the year. Use whatever method you think will give a clear understanding of how you spend your working time, but be sure to show how much time is used for each type of work. Do not state it is impossible to estimate the time spent on various tasks; it may be difficult, but you are in a better position to do this than anyone else.

If you are performing duties other than those of your usual position, describe both. In describing the temporary position, you should give the name of the person you are replacing, how long you have been filling in for him, how long you expect to continue doing so, and the reason, such as vacation, sick leave, etc.

If necessary for a full explanation of your job, attach copies of forms used, being careful to explain how each is used and what entries you make, but do not attach copies unless you feel they are needed to describe your work.

Make your description so clear that anyone who reads your answer, even if he knows nothing about your job, will understand what you do. Be specific; do not use general phrases.

Examples of work in different fields are given below as a guide to the kind of statements wanted. Do not copy these examples — use your own words. Ordinarily it will take all the space provided on the questionnaire to tell what you do. *If you do not have enough space, attach additional sheets.*

EXAMPLES IN THE LABOR FIELD (Skilled and Unskilled)

2 months:	I dig trenches with pick and shovel. Mr. Brown, my boss, tells me where to dig and when to stop.
1 month:	I fill wheel barrows with sand or gravel and take it to the concrete mixer. I tamp concrete after it is poured into forms.
1 month: Etc.	I ride a ten-ton flat-bed truck and help load and unload bags of cement, heavy rock, reinforcing steel . . . etc. We generally haul from the warehouse yards to maintenance or construction jobs. I wash the truck . . . etc.

3 months:	I operate a tractor on construction work as follows:..
1 month:	Hoisting work with a two- or three-drum hoist. (Vacation relief.)
2 months:	Pile driving for retaining walls, excavations, and foundations. Sometimes I . . . etc.

EXAMPLES IN THE CLERICAL AND RELATED FIELDS

Average 4 hrs. per day:	I type vouchers in duplicate to accompany invoices after they have been approved by Mr. Jones and extensions checked by Miss Smith.
2 hrs.:	I type reports from rough pencil copy.
1 hr.: Etc.	I also . . . etc.

2 days:	I file purchase orders chronologically and by department and vendor.
1 day: Etc.	I sort and distribute letters.

10%:	I take dictation from Mr. Brown, including letters, memoranda, and drafts of speeches, but Miss White takes all his engineering dictation.
5%: Etc.	I file . . . etc.

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EXAMPLES IN THE ENGINEERING FIELD

6 months:	I lay out and trace plan-profile sheets for street improvements. I reduce survey notes, balance traverses, and plot maps from the field books brought in by the field survey parties, also plot cross-sections and planimeter for cut and fill areas.
2 months: Etc.	I draft . . . etc.

EXAMPLES IN THE ACCOUNTING FIELD

10%:	I supervise three clerks assigned to the cost accounting system for road construction and maintenance.
10%:	I assemble job record reports, post to summary sheets, and do other routine work.
5%:	I tabulate and prove material for weekly, monthly, and annual reports.
2%: Etc.	I compile . . . etc.

EXAMPLES IN THE CUSTODIAL FIELD

1/2 day:	Washing floors, walls, windows, and woodwork by hand.
1/3 day:	Polishing metal; waxing and polishing floors with a polishing machine.

ITEM 11 — Give the name and title of your actual immediate supervisor — the crew chief, section leader or similar person to whom you look for orders, advice or decisions and who probably works very closely and directly with you.

ITEM 12 — If you have five or fewer persons under your supervision, give their names and payroll titles. If more than five, give their payroll titles and give the number of employees under each title. If you supervise no employees, write "none."

ITEM 13 — List here any major items of equipment, machines, or office appliances which you use in your work and the approximate percentage of your working time which you spend in the operation of each.

ITEM 14 — What instructions or directions do your superiors give you in relation to the work you do? How detailed are instructions about what you are to do and how you are to do it? You may have had instructions only when you were new on the job. You may get special instructions with each new task. Describe the nature and extent of the instructions you receive.

ITEM 15 — Describe the check or review that is made of your work. Are there any automatic checks by other offices, or are there procedures which would catch any errors you might make? How final are the decisions you make about your work? Describe such features as these.

ITEM 16 — Explain the nature and purpose of important contacts you have with people other than your fellow workers. Is the purpose to obtain or give information, to persuade others, or to obtain cooperation? What problems and difficulties are involved?

PART II — INSTRUCTIONS TO GENERAL SUPERVISORS AND DEPARTMENTAL OFFICIALS

Method of Distributing and Reviewing the Classification Questionnaires

You will be supplied with a complete set of three Classification Questionnaires and a copy of these Instructions for each employee under your supervision.

Give each employee a set of Classification Questionnaires and Instructions. Ask employees who have access to typewriters to work out their answers on one copy, and then type them on the other two copies, and return the two signed typewritten copies to you within five days.

Ask those employees who cannot type their own questionnaires to write their answers on one sheet and return the complete set to you within five days, for typing. When typed, return all three copies to the employees. Have the two typewritten copies reviewed, dated, signed, and returned to you.

Go over each employee's questionnaire carefully to see that it is accurate and complete. Then fill out Items 17 to 22, inclusive. The general supervisor should fill out Items 17 to 20 on the questionnaire forms of only those employees whom he supervises. A department head should not fill in these items for employees whom he directs through a sub-executive but only for those to whom he assigns work directly. In all instances, the director or other administrative officer, or a representative designated by him, should look over both the employees' and their supervisors' statements and indicate under Item 22 any inaccuracies found. Neither the general supervisor nor the administrative officer, however, should make any alteration or change in the statements made by a subordinate.

If there is a regular position under you which is temporarily vacant, or if an employee is not available to fill out the questionnaire, please supply a form for that position, made out as accurately as is possible. The fact that an employee did not fill out the form and the reason should be clearly indicated. If the employee returns, he should fill out and submit his own questionnaire.

2

Suggestions for Filling Out Items 17 through 22

ITEM 17 — Do not change the employee's statements. Read them through and then give your opinion of their accuracy and completeness. Is it a good description of the position? Has he neglected to give a full picture of his duties and responsibilities? Has he overstated them? Has he put emphasis on the wrong points? Either comment generally on his statements or refer to specific items.

If you have a number of positions under you which are practically identical, it will be sufficient to answer Items 18 to 21 fully for one such position only, and then refer to such answers on the other questionnaires. You can merely state, "Same as John Doe."

ITEM 18 — Sum up what you consider to be the distinguishing aspects of the employee's job. What are the most important functions carried on in this position? What operations in the job contribute most to your organization? Is the position a beginning or an advanced one?

ITEMS 19 and 20 — If the job involves any typing or shorthand, even if merely incidental, answer these items completely. If not, check "No."

ITEM 21 — With full consideration of the duties and responsibilities of this position, tell what are the basic qualifications of a person you would choose for the position if it were to become vacant. What must he know? Of what basic subjects, procedures, principles, laws, or regulations must he have a knowledge? Must the knowledge be thorough or is a general knowledge or familiarity sufficient?

What abilities or skills must a successful employee possess? How much formal education is necessary? What course or subjects are required? Which are desirable but not essential? Is previous experience necessary? If so, how much experience, and in what type of work? What degree of physical strength, agility, or endurance is necessary? For what purpose is it used, e.g., for walking, lifting, etc.? Please be as specific and complete as you can in answering these questions.

Indicate, wherever possible, both the basic qualifications required to fill the position and the desirable qualifications which you would like to have in a new employee.

ITEM 22 — The comments made here by the department head or other administrative officer should follow the procedure suggested for the general supervisor in Items 17 and 18 to the extent that additional comment is needed.

Return of Completed Questionnaires

One copy of the questionnaire signed by employee, general supervisor, and administrative officer — the original of the typewritten copies — should be submitted for each employee in the department within no more than two weeks of the date of distribution of the questionnaires to employees. The carbon copy of the completed typewritten form is for departmental files.

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C-1
(2/82)

POSITION CLASSIFICATION QUESTIONNAIRE

Soc. Sec. Number ☐☐☐ - ☐☐ - ☐☐☐☐

1. Last Name First Middle Initial

2. Official Title of Position

Usual Working Title of Position

3. Regular Schedule of Hours of Work

	From	To
Mon.		
Tues.		
Wed.		
Thurs.		
Fri.		
Sat.		
Sun.		
Length of Lunch Period		

Total Hrs. per Wk. ________

Explain rotation of shifts, if any:

Hrs. of "On-Call" Time per Wk. ________

4. Commission, Board, or Department

5. Division or Institution

6. Section or Other Unit of Division or Institution

7. Place of Work or Headquarters

8. Is your work ☐ Full-Time? ☐ Part-Time? ☐ Year-round? ☐ Seasonal? ☐ Temporary?
If work is seasonal, temporary, or part-time, indicate part of year or proportion of full-time:

9. Do you receive any maintenance (room, meals, laundry, etc.) in addition to your cash salary? ☐ Yes ☐ No

10. Describe below in detail the work you do. Use your own words, and make your description so clear that persons unfamiliar with your work can understand what you do. Attach additional sheets if necessary.

TIME	WORK PERFORMED	LEAVE BLANK

11. Name and Title of Your Immediate Supervisor

12. Give the names and payroll titles of employees you supervise, if five or fewer. If you supervise more than five employees, give the number under each title. If you supervise no employees, write *"none."*

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13. Machines or equipment used regularly in your work. Give percent of time spent in operation of each.

	%		%
	%		%
	%		%

14. What are the nature and extent of instructions you receive regarding your work?

15. What are nature and extent of the check or review of your work?

16. Describe your contacts with departments other than your own, with outside organizations, and with the general public.

CERTIFICATION: I certify that the above answers are my own and are accurate and complete.

Date____________________ Employee's Signature ____________________

STATEMENT OF GENERAL SUPERVISOR

17. Comment on statements of employee. Indicate any exceptions or additions.

18. What do you consider the most important duties of this position?

19. Does this position involve typing? ☐ No ☐ Yes — Give % of time spent in typing	20. Does this position involve shorthand? ☐ No ☐ Yes — Give % of time spent in taking shorthand

Date____________________ General Supervisor's Signature ____________________

STATEMENT OF DEPARTMENT HEAD OR OTHER ADMINISTRATIVE OFFICER

21. Indicate the qualifications which you think should be required in filling a future vacancy in this position. Keep the position itself in mind rather than the qualifications of the individual who now occupies it.

	Basic Qualifications	Additional Desirable Qualifications
Education, general:		
Education, special or professional:		
Experience, length in years and kind:		
Licenses, certificates, or registration:		
Special knowledges, abilities, and skills:		

22. Comment on the above statements of the employee and the supervisor. Indicate any inaccuracies or statement with which you disagree.

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Date____________________ Department Head's Signature ____________________

STUDENT ASSISTANTS

Classification of Positions of Student Employees

Job descriptions for student positions will be submitted with requests to fill student positions in the Library. Job descriptions which apply to a group of students working in the same or very similar positions may be used for each student in that group.

For positions at the Clerk level, initial hiring will be at the Assistant II level if the person hired does not have previous relevant experience. After a satisfactory training period of not less than three months nor more than 12 months the job will be reclassified to the Clerk level, if the work performed is at the level, upon request of the department head. Effective date will be the first of the month following receipt of the request. The department head will devise appropriate training programs and determine equity within the department in terms of the length of the training programs and performance criteria for student positions.

It seems more accurate to use the job title Senior Clerk or Senior Typist Clerk rather than LA I/II for jobs at this level since almost all student positions at this level will not be in the LA I/II continuum. In the rare case that a student job is considered to be at the LA II level, it will be analyzed by the Library Staff Classification Panel and classified by the Personnel Office. The normal progression to the Library Assistant II level would be from the Senior Clerk level.

Two fundamental principles in job classification should be kept in mind when considering proper classification levels:

a. Duties and responsibilities at a higher level in the same job must be performed at 50 percent time or more for a job to be classified at the higher level, and

b. Casual employees can be paid at two different rates of pay if they work at two different jobs. The jobs, however, must be discrete and identified by separate job descriptions.

The following general concepts and examples apply at the various levels for student employees. Section 305.28 of the Staff Personnel Policy applies to periodic salary increases for casual employees. Students who become eligible under this policy may receive a one-half step increase following 1260 hours of continuous service in pay status.

Assistant II

Concepts:

Under supervision, performs routine work in any of a variety of positions involving simple manual or clerical tasks; and performs other duties as required. The tasks performed do not require significant skill, experience, or training. The positions are temporary in nature and characterized by the absence of continuing responsibility.

Examples:

Shelves books and empties book drops according to established schedules; picks up and shelves refiles; and shelf reads stack areas. Performs simple computer-assisted operations at a computer terminal.

Checks out books and other materials; accepts holds, recalls, and searches; and performs searches for misplaced or lost materials.

Opens mail containing periodicals, sorts alphabetically, and checks in periodicals on Kardex records. Answers telephone requests for information on Kardex.

Does simple mending, pasting, gluing, and tipping in pages to monographs and serials.

Performs simple processing of pam-binds, microforms, and microfiche materials; property stamps books and other materials; and labels books and pastes in date due slips.

Does OCLC "green" alphabetizing; prefiles name/title, subject, shelf list, etc; pulls cards and books for record changing; files name authority cards; files MSL shelf list and main entry cards; and measures shelf list and other files for expansion.

Performs messenger duties involving the delivery of correspondence, files, and packages; and performs manual duties in the receipt, storage, and issuance of supplies.

Performs holdings check of flyers, lists, and catalogs for English language materials in the public catalog, in-process file, series authority file, and serials holdings list; performs holdings check for selected English language form selections; and some processing of English language "book-here's" from standing orders, U.S. Book Exchange, etc.

Files alphabetically in several files; types multiple order forms involving a simple transfer of information from an order card; and performs holdings checks for approval books in the public catalog, in-process file, and series authority file using information on computer-produced order forms.

Types search cards; performs holdings checks in the public catalog and in-process file; types multiple order forms; plates gift books; does simple filing; withdraws books from basement; and also some typing of exchange lists and gift acknowledgments.

Clerk

Concepts:

Students at this level may perform Assistant II level duties and, in addition, perform specific tasks, unrelated, but each complete in itself; or a series of steps in a prescribed sequence. Established procedures or oral and written instructions are provided as guidelines. Incumbents are responsible for completion of assigned tasks in accordance with guides and/or instructions. Jobs at this level differ from those at the Assistant II level in the specificity of the tasks assigned and the responsibility for an end product or completed task.

Examples:

Prepares and/or adapts display signs, lettered guides, forms, and similar types of graphics for use in the Library; assists in production of art work for Library's photographic programs; and assists in production of transparencies for overhead projectors, slide presentations, and other related activities.

Under supervision in the ILL department, accepts requests to check in card catalog, serials print-out, in-process file, and Kardex and locator files, as well as microforms and circulation files. Processes loans to be completed on ALA forms and OCLC and TWX requests; expedites periodical for copy service to fill order and assign recharge; forwards to mailing room; and files all accompanying paper work.

Under supervision of the Stack Manager, functions as Floor Manager to assure that duties on the daily assignment sheet made by the Stack Manager are completed by student assistants. Instructs and trains students in performance of their duties; in team shelving, acts as group leader; performs other tasks as assigned.

Assists in processing documents in the Government Publications Department; shelves documents in department stacks in alpha-numerical order. May file in department card catalog and perform simple typing.

Senior Clerk/Senior Typist Clerk

Concepts:

Under supervision, work is performed according to prescribed procedures and/or defined instructions. Work is usually subject to close and continuing review until the standard procedures are learned.

Incumbents at this level typically answer basic Library information questions and handle routine functions at a service desk; maintain a detailed system of circulation controls including reserves, renewals, overdues, and interlibrary loans; process records for reserved books; enter continuing serials and documents on checking cards; prepare routine claims for non-receipt of material and record duplicates; verify incoming orders by matching material received with appropriate records; process invoices for serial orders; prepare materials for binding according to predetermined instructions; receive and process interlibrary loan requests; file in Library card catalogs; and type Library records such as cataloging cards and other forms.

Examples:

After hours and on weekends, in a branch library, without supervision, is responsible to open and close the library; provides basic interpretation of catalog and common reference tools; applies lending code, when appropriate, at this level; and performs basic circulation functions.

Staffs Information Desk in Current Periodicals Room after hours and on weekends. Answers directional questions, assists patrons in finding current periodicals, and explains serials holdings list. Shelves periodicals and assists patrons in Microform Room, in locating microform materials, and in use of equipment and making copies.

Files in public catalog. Filing would be revised except in the subject catalog where only problems would be revised. Filing is alphabetical but in the author/title catalog involves filing in foreign languages, being aware of diacritical marks as well as the filing rules.